

BIS

TRADE CATALOGUE

FALL 2026



BIS PUBLISHERS

Timorplein 46
1094 CC Amsterdam
www.bispublishers.com

SALES MANAGER

Linda van Gaalen
+31 (0)6 5425 1560
linda@bispublishers.com

SALES SUPPORT

Alivre Huitenga
+31 (0)20 515 0230
sales@bispublishers.com

BIS is based in Amsterdam and built on creativity. We develop inspiring books, gifts, and games for curious minds of all ages. We believe in the power of playful design and original ideas, products that spark creativity and conversation. Our collection reaches a broad, international audience, with titles available in bookstores, museum shops, and concept stores worldwide. All of our products are published in English, as we create for a global audience. However, we love to make selected titles available in Dutch as well. This also applies to the well-known **Laurence King (LKP)** product range, as we are the proud distributor for the Benelux. If you would like to place an order or have any questions, feel free to contact us at any time!

BIS is gevestigd in Amsterdam en draait volledig om creativiteit. We ontwikkelen inspirerende boeken, gifts en spellen voor creatieve geesten van alle leeftijden. We geloven in de kracht van speels design en originele ideeën, producten die creativiteit aanwakkeren en gesprekken op gang brengen. Onze collectie bereikt een breed, internationaal publiek en is te vinden in boekhandels, museumwinkels en concept stores over de hele wereld. Al onze producten verschijnen in het Engels, omdat we voor een wereldwijd publiek creëren. Maar we brengen graag een selectie van onze titels in de Nederlandse taal uit. Dit geldt ook voor het bekende **Laurence King (LKP)** product assortiment, waarvan wij trots distributeur zijn voor de Benelux. Wil je een bestelling plaatsen of heb je vragen, neem dan gerust contact met ons op!

THE ART OF FAIRY TALES

JOANNA
EBENSTEIN



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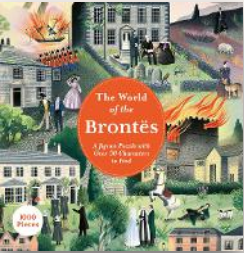
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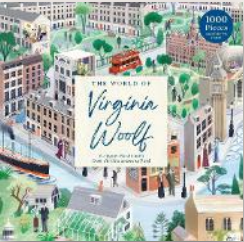
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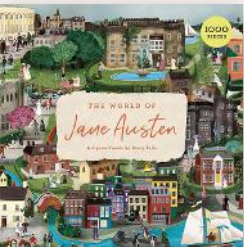
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THE WORLD OF LITTLE WOMEN

A 1000-PIECE JIGSAW PUZZLE

JIGSAW PUZZLES

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Jigsaw Puzzle

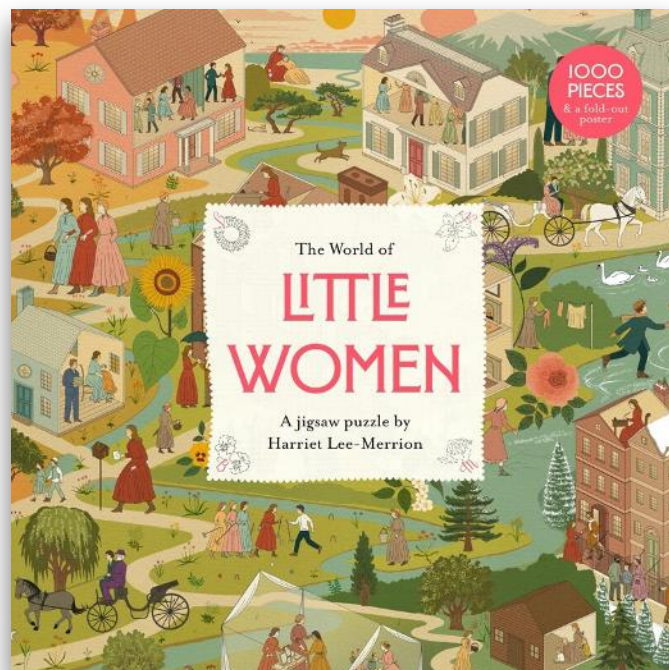
268 x 268 mm

1000 Pieces



ANNE PHILLIPS & GREGORY EISELEIN

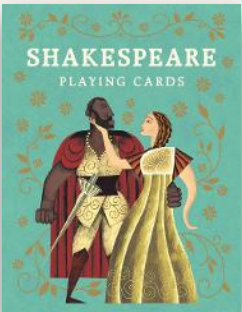
Step into the cozy world of the March sisters with this stunning 1000-piece puzzle. Whether you love Jo, Meg, Beth, or Amy, this beautiful illustration brings their most cherished moments to life. From family dramas to artistic dreams, every single piece reveals a new part of this classic story. It is the perfect gift for fans of Louisa May Alcott who want to celebrate a timeless tale. You will also receive an expert poster filled with fascinating details about the novel. This high-quality set offers hours of relaxing fun for everyone. Experience the warmth of a beloved literary masterpiece in a new, interactive way.



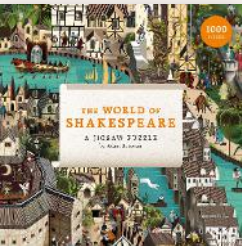
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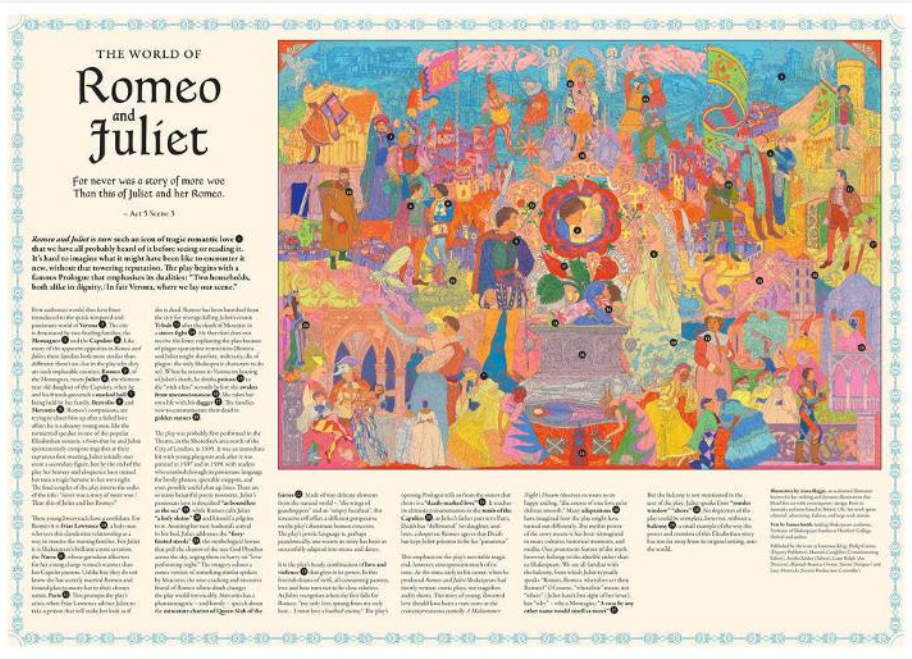
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THE WORLD OF ROMEO AND JULIET

A 1000-PIECE SHAKESPEAREAN JIGSAW PUZZLE BY ANNA HIGGIE: A 1000-PIECE JIGSAW PUZZLE

JIGSAW PUZZLES

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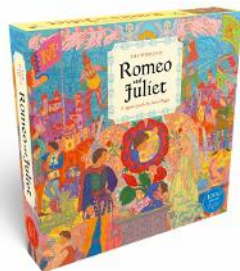
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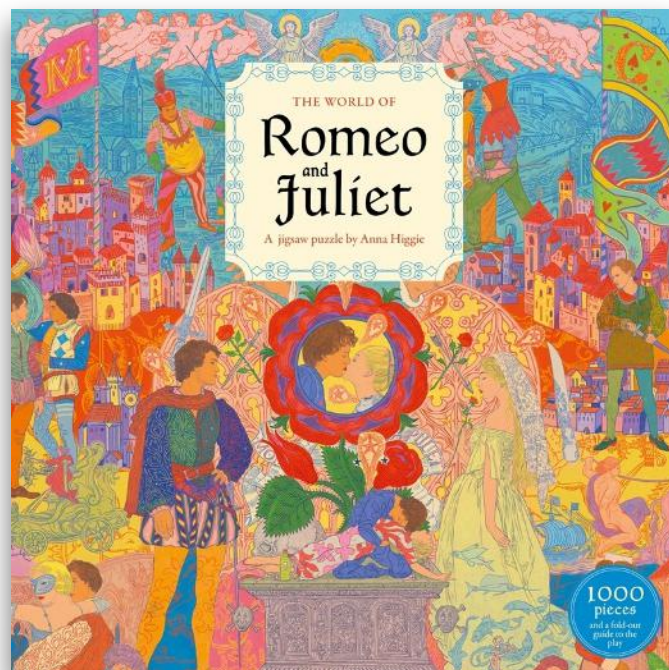
268 x 268 mm

1000 Pieces



EMMA SMITH

Discover the magic of Shakespeare like never before with ***The World of Romeo and Juliet***. This stunning 1000-piece jigsaw puzzle invites you to wander the vibrant streets of Verona and uncover the tragic beauty of the world's most famous romance. Featuring a gorgeous, detailed illustration by Anna Higgie, every single piece brings to life secret meetings, dramatic duels, and the iconic balcony. You will find hidden symbols and clever nods to the play as you assemble this masterpiece. It is the perfect gift for literature lovers and puzzle fans alike. Complete with a beautiful poster, this immersive experience turns a classic tale into art.



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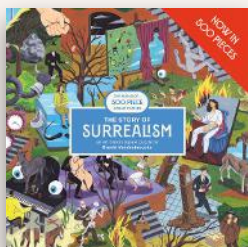


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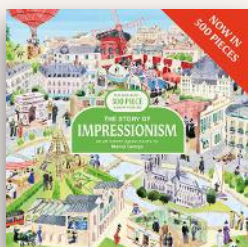


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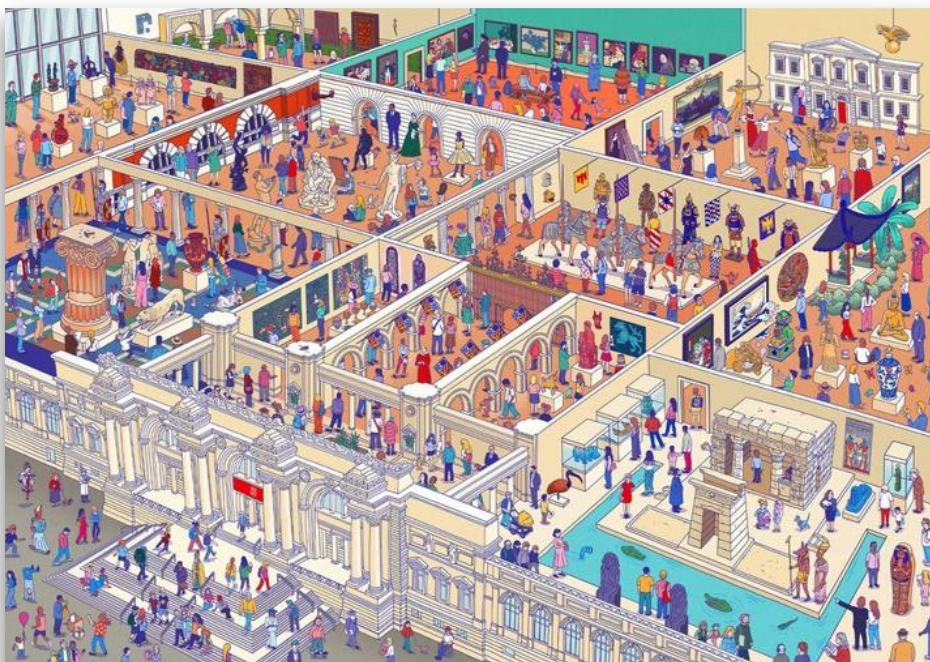


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The World of the Museum

Step inside the world of The Metropolitan Museum of Art, where 5,000 years of art come to life. This puzzle is your invitation to explore artworks from around the world and through time in 10 of the Museum's curatorial areas.

through more than 50,000 objects ranging from 19th-century Italian furniture to 20th-century African sculpture. The *Museum für Kunst und Kultur* reflects the diversity of the cultural traditions of nations with works from as far westward as Spain and Morocco and as far eastward as Central Asia and Indonesia. The museum's collection is a testament to the long and mutual influence of artistic practices such as silk spinning, as well as the exchange of regional motifs and patterns. It is augmented by the intricate graphic detailing of the 19th-century printed wood screen called a *shōji*, a traditional Japanese sliding door. The collection also includes a variety of objects, including a 19th-century Japanese sliding door and a 19th-century Japanese sliding door, and a 19th-century Japanese sliding door.

The American Wing presents art, design and culture from the mid-18th to the mid-20th century by a diverse array of artists from across North America. Highlights include J.M.W. Turner's portrait of Virginia Anne (Mrs) Norton, British lawyer known as Madam X, who was exhibited in Paris for their first exhibition; George Washington's last formal portrait style in the Met's extensive portrait, which initially received more accolades than the artist's later described it as "the best thing I have done." Also in the American Wing is Saint-Gaudens's bronze statue, a striking depiction of the Roman goddess of the moon and hunt, as well as his inspiring Victory, a winged allegorical figure who serves as a triumphal guiding force. Strike your very own victory pose as you pore through this part of the exhibit.

The Michael C. Rockefeller Wing presents The Met's collections of the arts of Africa, the ancient Americas and Oceania. These three major collections – spanning five continents and hundreds of cultures – now stand as independent entities. Delve into the diversity of the Museum's vast holdings, which range from a fabulous headdress from the Côte d'Ivoire to a striking Peruvian tunic. Pay homage to a dramatic helmet mask made by an artisan in Rwanda.

Over in the **European Sculpture and Decorative Arts** galleries, explore the West's expansive and historically significant holdings of European sculpture, furniture, textiles, jewelry, ceramics, glass and more. The objects in this collection area reflect the artistic innovations, stylistic developments, global commerce, cultural exchanges and collecting practices in Europe from the late 16th through the early 20th century. Highlights of the sculpture collection include Degas's second famous *The Little Fourteen-Year-Old Dancer*, Antonio's splendid *Pain and Compassion*, Bernini's devastating *Ugolino and His Sons*

English: Prepare to be blown away by one of the most encyclopaedic **Arms and Armour** collections from around the globe. Arms and armour have been a vital part of virtually all cultures for thousands of years, plotted not only in conquest and defence but also in court pageantry and ceremonial events. The Museum's collection of some 10,000 pieces includes a central display of 16th-century Italian armour for members of the Italian Colonna family and their horses, as well as

sticking staves created by the German explorer Kuno Lachner, whose expeditions included the Hula Range (Empire, the dukes of Saxony and the King of Poland).

The Museum's *Kanok* collection is one of the most extensive of its kind and an incredible 70,000 objects representing 5,000 years of history and a wide range that stretches from Afghanistan to the Himalayas in China, Korea to Japan. It's swept away by visitors' iconic woodblock print known as the Great Wave, which offers a breathtaking perspective of Japan's Mount Fuji. Marvel at a figure of a lion from China's Qing dynasty and a rather formidable steatite finial in the shape of a dragon's head from Korea. The best's bulging eyes, flowing mane and elaborate scales among the ferocious and immortality of this colossal work of art.

These staves are as though it could easily move all sorts of things.

in the Greek or Roman Art galleries you'll find the exquisite female marble statue group of the Three Graces, representing *Aglaia* (Beauty), *Euphrosyne* (Mirth) and *Thalia* (Abundance). Watch out for a fierce Greek marble lion, possibly the guardian of a tomb, in the *Neoclassical* gallery, and the *Modern* and *Impressionist* galleries. The collection of Greek marble statues from the Temple of Apollo at Sardinia, a ritual lionc from the late Hellenistic period, which stood at over 16m high in original position.

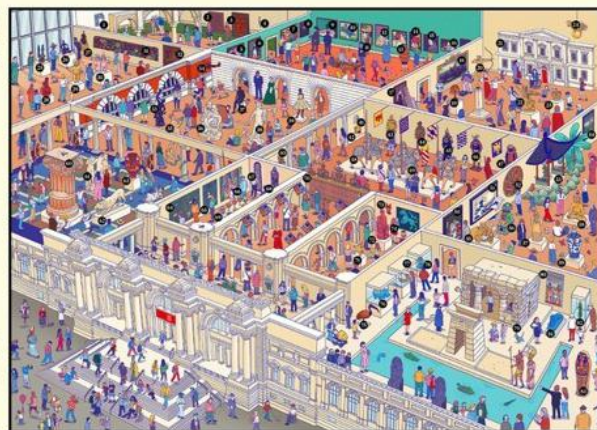
The Most Curious and Medieval Art galleries encompass the art of the Mediterranean and Europe from the fall of Rome in the 5th century to the beginning of the Renaissance in the early 14th century. The Museum's collection of medieval and Byzantine art and architecture is one of the finest in the world. It includes the seven individual hagiographies known as the *Unigeni* Tapestry, which are among the most beautiful and complete works of art from the late Middle Ages.

One of the most famous of the tapestries, which is perhaps the most famous of the tapestries, probably represents the turning of the wheel. The unicorn could escape if he wanted to; however, the ruse permeates in the tapestry. The unicorn is a mythical creature – suggested that he is a horse's foreleg.

Inhabiting the life's **Egyptian Art** collection are all sorts of characters representing various gods and native animals. Meet Thoth, the god of writing, porcupine and all things intellectual, who's typically depicted as an ibis or a baboon, and "Winkies," the beloved faience hippo who serves as the Museum's unofficial mascot. And, of course, you can't miss the Temple of Osiris in imposing Nubian temple cover adorned with symbols of the gods and the natural world. These creations from part of the Museum's vast and culturally significant collection of some 35,000 objects dating from about 350,000 BCE to the 19th century CE.



Scan to learn more about the prizes featured in this puzzle.

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THE WORLD OF THE MUSEUM

AN ART LOVER'S 1000-PIECE JIGSAW PUZZLE WITH OVER 80 MASTERPIECES TO SPOT: A 1000-PIECE JIGSAW BY ANDREW RAE

JIGSAW PUZZLES

LKP ENGLISH EDITION

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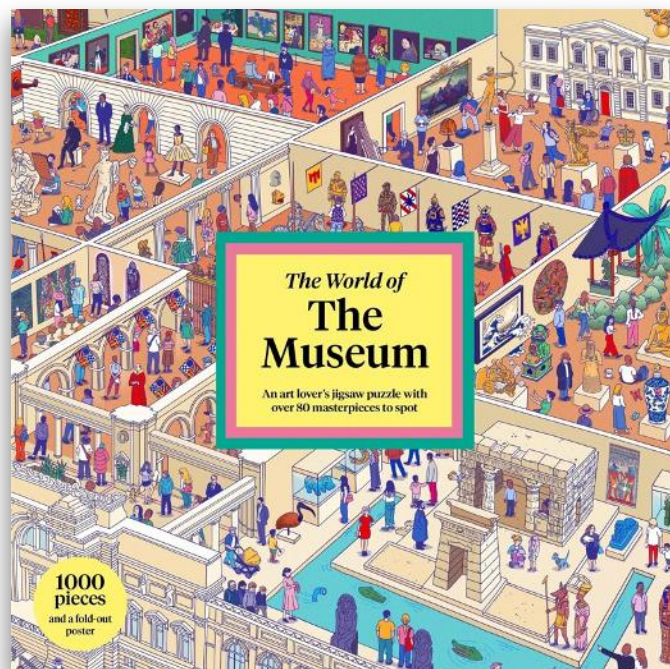
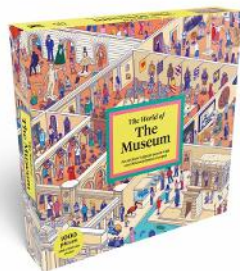
September 2026

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Jigsaw Puzzle

268 x 268 mm

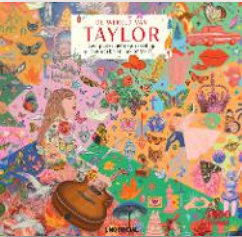
1000 Pieces



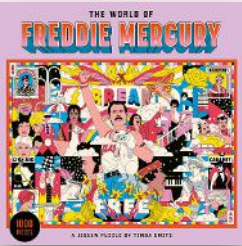
THE METROPOLITAN MUSEUM OF ART

Journey into the heart of The Met with this stunning 1000-piece puzzle that brings the world of art to life. You will explore over 80 iconic masterpieces from every corner of the globe, spanning from ancient Egypt to the modern age. As you assemble this vibrant scene, look for the clever hidden details, mischievous visitors, and famous artists wandering through the halls. It is a perfect way to relax and appreciate beauty in your own home. This set comes with a helpful poster to guide you through your own personal tour of the most famous museum in the world. Whether you are a puzzle fan or an art lover, this experience offers endless joy and inspiration.

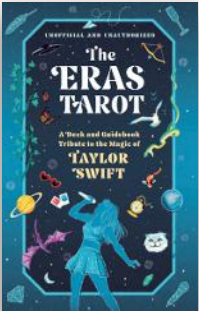
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UNOFFICIAL AND UNAUTHORIZED

THE WORLD OF
HARRY

Welcome to the wonderfully vibrant world of global popstar Harry Styles. Spot hidden details from Harry's songs in this puzzle packed full of the singer's unmistakable style and spirit that make him such an icon of modern pop culture.

Harry's music shows great versatility, blending genres like funk and synth-pop into more contemporary sounds. He is also known for his storytelling ability, writing about a range of personal subjects with introspective lyrics that inspire and resonate with his adoring audience. Explore some of the most powerful emotions evoked by his chart-topping music, from love, freedom and self-expression to vulnerability, healing and hope, as you piece together a playful picture of creativity and joy.

1. LOVE AND FREEDOM

One of the central themes in the Golden Light era Harry's music is love and freedom, an emotional state of being that flows through his music. This openness to love and his boundless passion seeps through his music, singing and speaking through the camera towards the world, seeing his message as a universal truth, unafraid to connect or still his feelings. His love is not just his love, but a love with a heart of energy, choosing after the feeling of being free.

Watermelon Sugar presents the joy of being alone. It's a song of pure love, featuring lyrics that describe the emotional pleasure of intimacy and compare this experience to the sweet taste of watermelon and a warm, succulent slice of watermelon. Liberation is a love - sweet, juicy and bright.

2. LOVE AND CONNECTION

Harry sings about love in so many different shades, that his lyrics of love - the electric, or better - can't help but feel like being loved by Harry right in his. One of the joys of love is the little things that engage and connect around in his hands?

3. LOVE AND CONNECTION

Harry sings about love in so many different shades, that his lyrics of love - the electric, or better - can't help but feel like being loved by Harry right in his. One of the joys of love is the little things that engage and connect around in his hands?

4. LOVE AND CONNECTION

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THE WORLD OF HARRY

AN UNOFFICIAL 1000-PIECE JIGSAW PUZZLE INSPIRED BY THE WORKS OF HARRY STYLES

JIGSAW PUZZLES

LKP ENGLISH EDITION

9781399643993

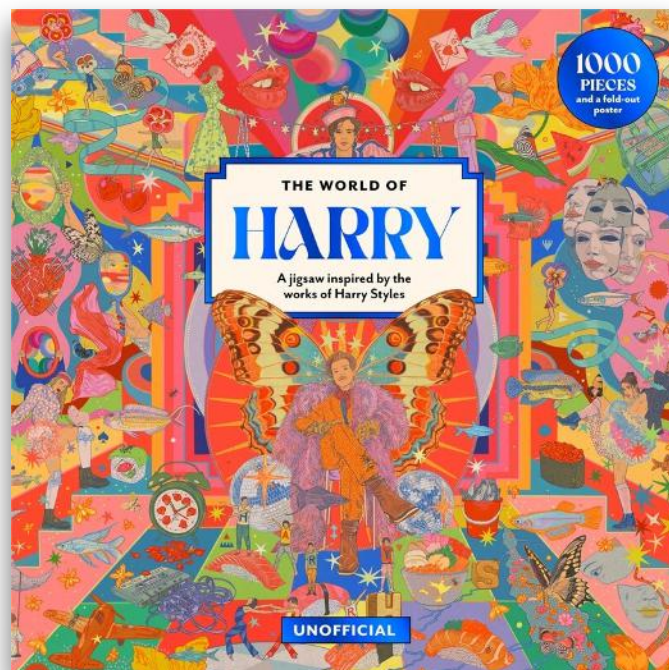
August 2026

€ 23.99

Jigsaw Puzzle

264 x 267 mm

1000 Pieces



ANNA HIGGIE

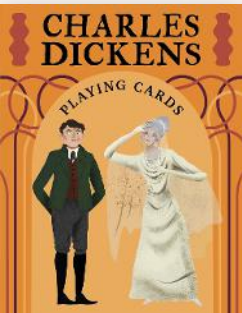
The World of Harry invites fans to dive into a colourful jigsaw puzzle inspired by the music, style and creative spirit of Harry Styles. With 1000 beautifully illustrated pieces, the puzzle is filled with playful details and visual references that celebrate the songs and imagery surrounding this global pop icon. As each section comes together, fans will recognise hints of lyrics, performances and artistic influences woven into the design. The puzzle offers both a satisfying challenge and a chance to revisit favourite moments from Harry's musical world. ***The World of Harry*** transforms puzzle building into an immersive celebration of creativity, music and the vibrant energy that has captivated fans everywhere.

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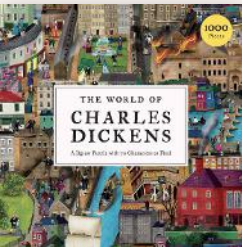
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THE WORLD OF A CHRISTMAS CAROL

A 1000-PIECE JIGSAW PUZZLE OF THE CLASSIC DICKENS TALE ILLUSTRATED BY MICHAEL KIRKHAM: 1000-PIECE JIGSAW PUZZLE

JIGSAW PUZZLES

LKP ENGLISH EDITION

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September 2026

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Jigsaw Puzzle

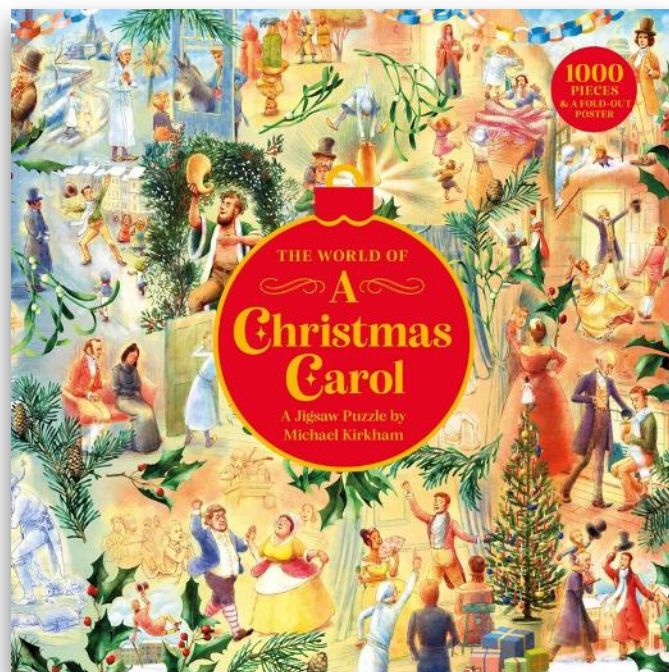
268 x 268 mm

1000 Pieces



MICHAEL KIRKHAM

Experience the magic of a classic tale like never before with ***The World of A Christmas Carol***. This stunning one thousand piece jigsaw puzzle brings Ebenezer Scrooge's legendary transformation to life through vibrant, detailed illustrations. As you fit each piece, you will journey from the haunting visit of Jacob Marley to the heartwarming joy of Tiny Tim. Perfect for literature lovers and puzzle fans alike, this set includes a large reference poster and fascinating historical insights into Dickens's masterpiece. Whether you are looking for a relaxing solo activity or a wonderful gift, this high quality puzzle captures the spirit of the holidays in every detail.



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A Storyteller's Christmas

Christmas is a time for gathering with friends and family, eating delicious food and opening exciting presents under the tree – but it is also a time for storytelling. From traditional fairytales to stories featuring singing mice, flying reindeer and even ghosts, the magic of the festive season helps bring these tales to life.

One of the most famous Christmas stories is the much-loved poem A Visit from St. Nicholas by Clement Clarke Moore (sometimes called The Night Before Christmas). This delightful story is full of festive lore, and captures many of the magical ideas we associate with Christmas and Santa Claus, including the sound of a high landing on the roof, and the sight of Saint Nick emerging from the chimney:

*He was dressed all in fur, from his head to his foot,
And his clothes were all tarnished with soot and frost;
A bundle of toys he had slung on his back,
And he looked like a peddler just opening his pack.*

Another classic is Charles Dickens's A Christmas Carol, which tells the story of the miserly Scrooge being visited by three ghosts on Christmas Eve. The ghosts encourage him to mend his ways, and when he awakes on Christmas morning, Scrooge is full of festive joy. He hurries out to buy a Christmas tree – including a prize turkey – to share with his poor employees Bob Cratchit and his family.

The theme of showing kindness to others is central to many Christmas stories, and we often see those who have

very little themselves sharing what they can with others. In Louisa May Alcott's Little Women, the four March sisters donate their Christmas breakfast to a starving family – and are surprised that night when their wealthy neighbour, who has heard of their generosity, treats them to an amazing feast.

Such kindness to others is also seen in the story of 'The Star Money' by the Brothers Grimm, in which a young girl who has nothing but a loaf of bread and the chicken she is weaving gives it all away – and is rewarded when the stars above turn into silver coins and fall down around her. And in the Mexican folktale The Legend of the Posette, a young girl is sad that she has no gift for the baby Jesus, and resorts to picking a handful of weeds. To her delight, they transform into a beautiful bouquet of pansies – the bright red flowers we still associate with Christmas today.

Christmas is also a time for showing others that we love them, from the somewhat doomed romance of Hans Christian Andersen's The Snow Man (in which the titular snowman falls in love with a mouse) to Margery Williams's much-loved The Velveteen Rabbit. This book tells the tale of a stuffed bunny, who thinks he can never compete with the fancier mechanical toys he sees around him, but eventually becomes his owner's favourite – and ultimately, through the power of his owner's love for him, is transformed into a real rabbit.

Whether you're getting together with family, eating plenty of 'gravy' like Pig in Great Expectations, or learning to read songs like Ratty and Mole in The Wind in the Willows, these stories of love, kindness and Christmas joy are sure to warm your heart.



- | | | | |
|---|--|---|---|
| 1. Great Expectations, Charles Dickens | 2. Little Women, Louisa May Alcott | 3. The Wind in the Willows, Kenneth Grahame | 4. The Star Money, Hans Christian Andersen |
| 5. Tilly's Christmas, Louisa May Alcott | 6. A Christmas Carol, Charles Dickens | 7. The Elves and the Shoemaker, Brothers Grimm | 8. The Legend of the Posette, Mexican folktale |
| 9. The Snow Man, Hans Christian Andersen | 10. On the Banks of Plum Creek, Laura Ingalls Wilder | 11. Little House in the Big Woods, Laura Ingalls Wilder | 12. The Cricket on the Hearth, Charles Dickens |
| 13. Persimmon, Jane Austen | 14. A Visit from St. Nicholas, Clement Clarke Moore | 15. The Life and Adventures of Santa Claus, L. Frank Baum | 16. The Velveteen Rabbit, Margery Williams |
| 17. Ratty's Tale, Louisa May Alcott | 18. Little House on the Prairie, Laura Ingalls Wilder | 19. The Steadfast Tin Soldier, Hans Christian Andersen | 20. The Little Match Girl, Hans Christian Andersen |
| 21. The Snow Queen, Hans Christian Andersen | 22. Wild geese chase – in The Adventure of the Blue Carbuncle by Sir Arthur Conan Doyle, Sherlock is on the hunt, but can you help him? How many geese can you find on the run from Holmes and Watson? | 23. Shoe shiners – some of the pairs of shoes mended by the shoe boys were given away to the poor! Can you recognise the following pairs of shoes: red slippers, green shoes, yellow boots? | 24. Squirrel search – how many squirrels can you find hiding in the puzzle? |

Illustration by Amy Webb for LKP

A STORYTELLER'S CHRISTMAS

A 200-PIECE JIGSAW PUZZLE: A 200-PIECE JIGSAW PUZZLE

JIGSAW PUZZLES

LKP ENGLISH EDITION

9781399634519

October 2026

€ 19.99

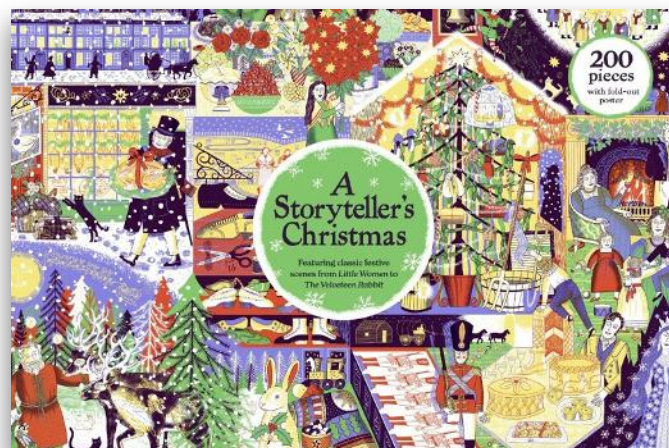
Jigsaw Puzzle

180 x 272 mm

200 Pieces

ALICE PATTULLO

Experience the magic of the holidays with **A Storyteller's Christmas**. This beautiful collection celebrates the joy of festive literature, featuring beloved classics like A Christmas Carol, Little Women, and The Elves and the Shoemaker. Perfect for families, this set includes a stunning 200-piece puzzle filled with iconic characters from your favorite stories. You will also find a special pull-out poster packed with fascinating background details and timeless quotes to brighten your season. Whether you are searching for the perfect gift or a cozy activity to share, this enchanting kit sparks creativity and wonder for all ages and will create new memories that will last for a lifetime.



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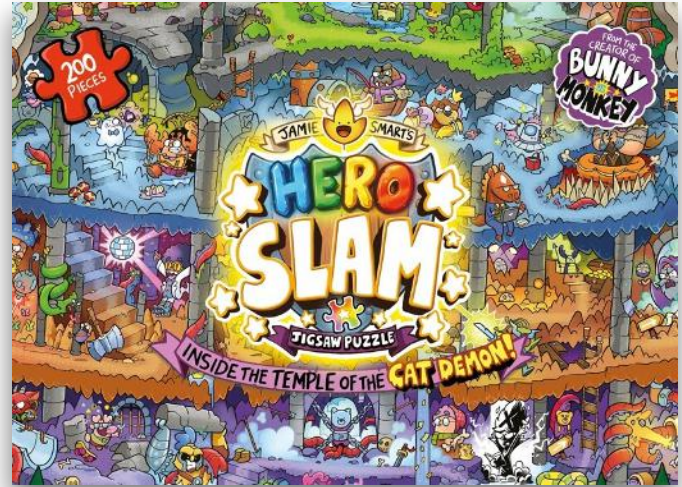
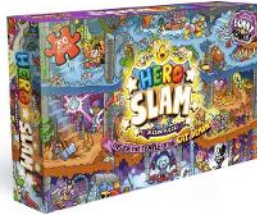
October 2026

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180 x 272 mm

200 Pieces

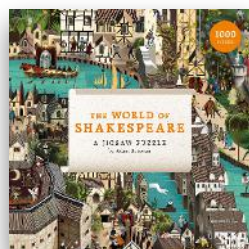


JAMIE SMART

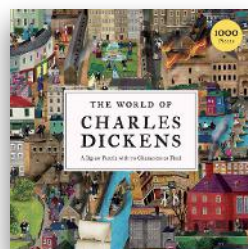
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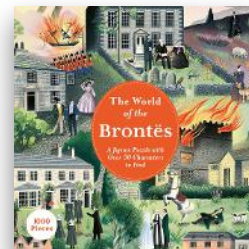
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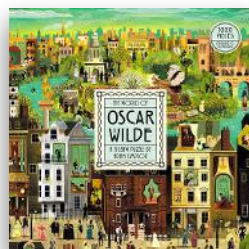
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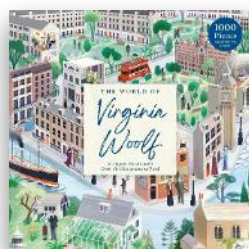
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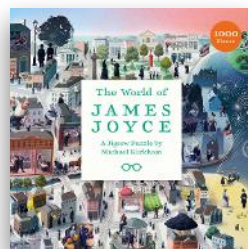
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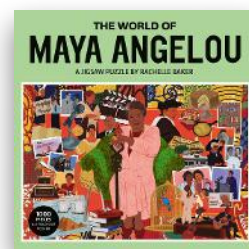
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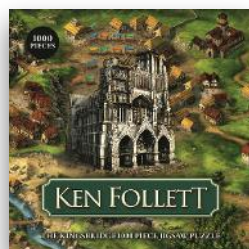
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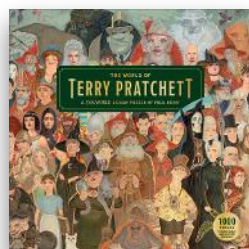
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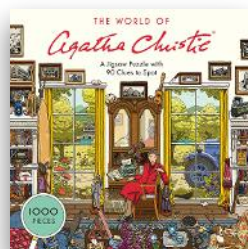
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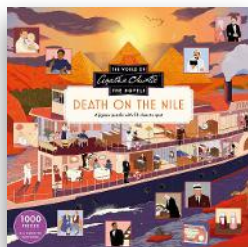
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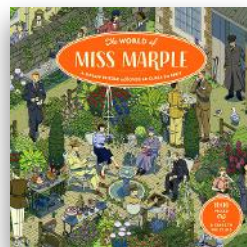
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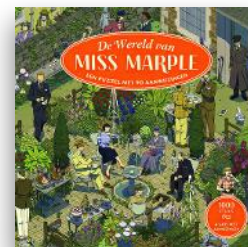
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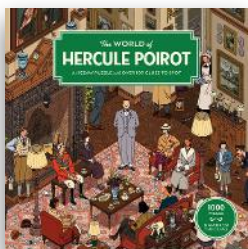
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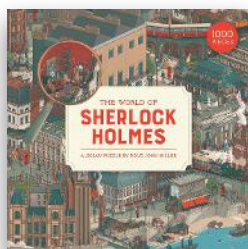
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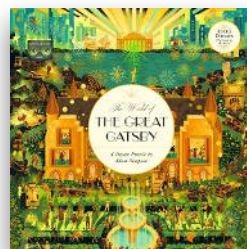
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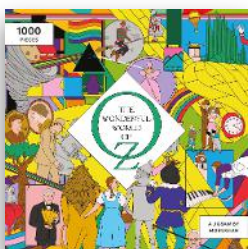
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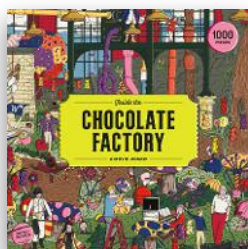
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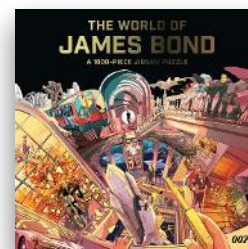
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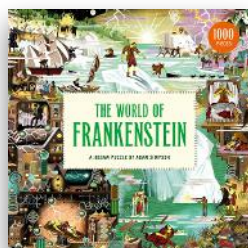
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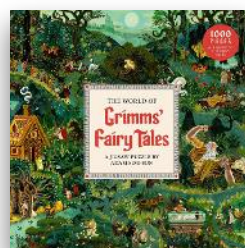
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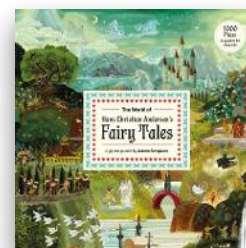
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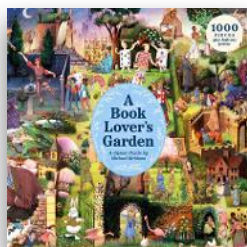
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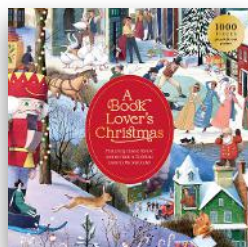
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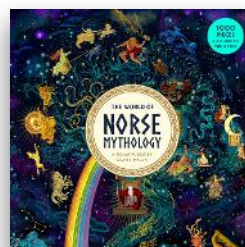
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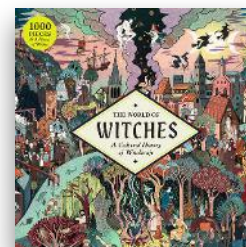
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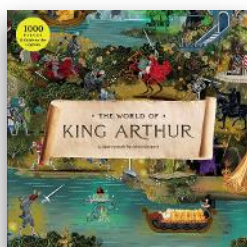
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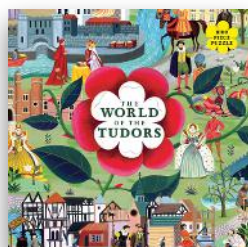
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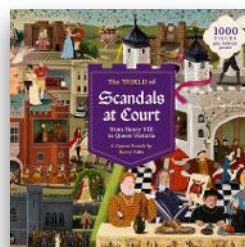
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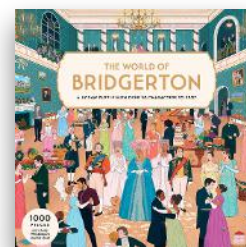
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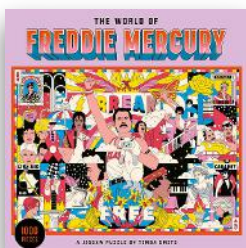
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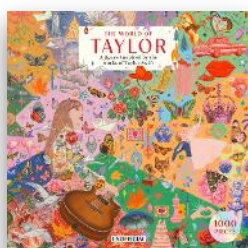


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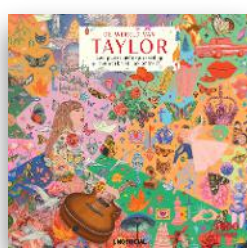
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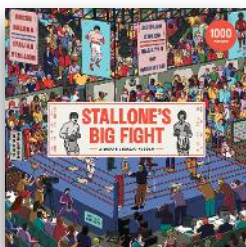
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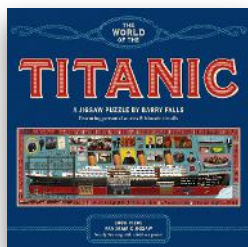
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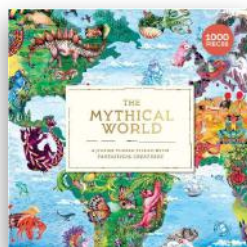
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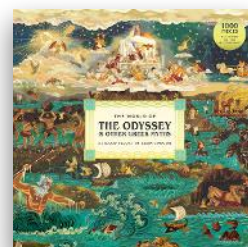
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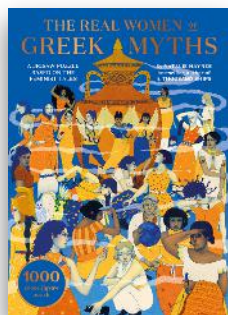
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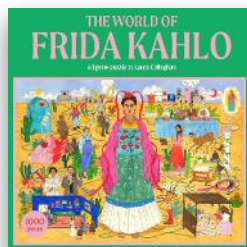
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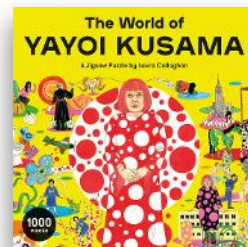
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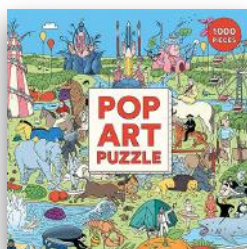
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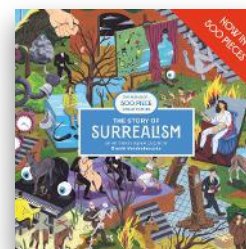
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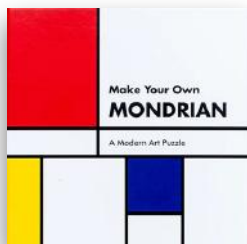
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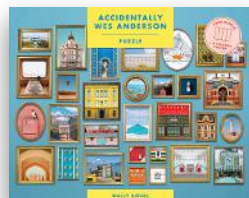
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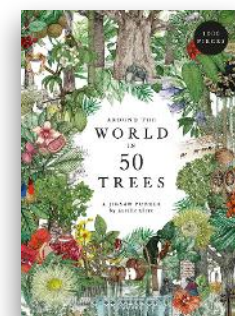
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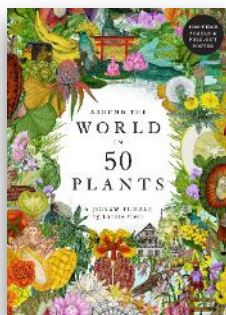
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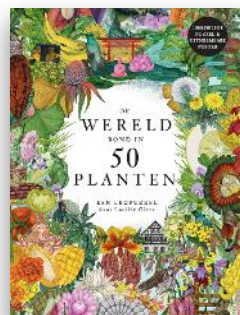
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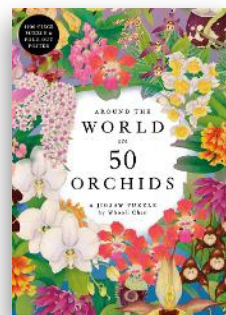
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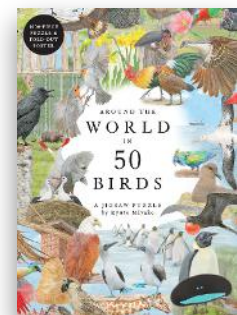
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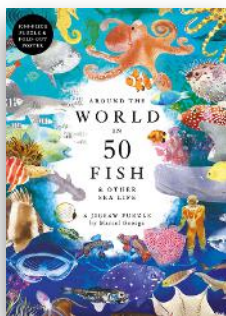
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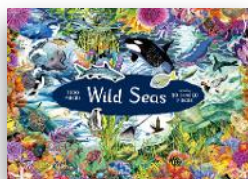
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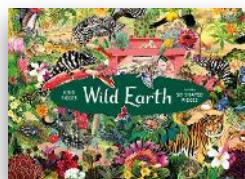
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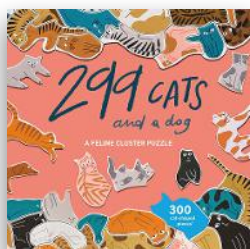
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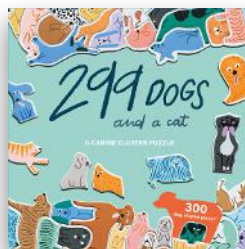
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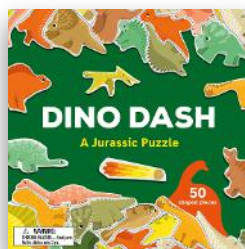
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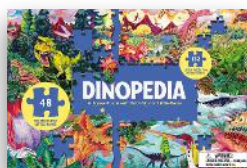
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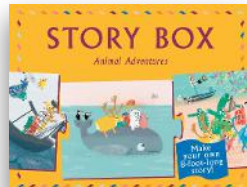
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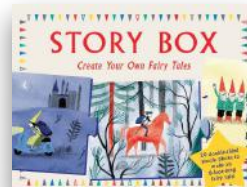
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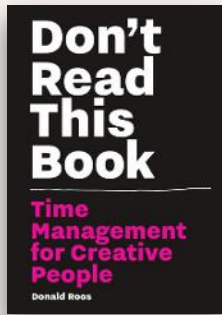
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LAURA KOUNINE

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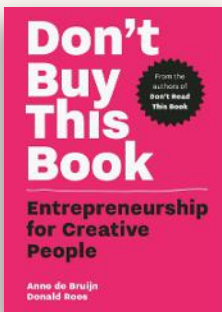


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DON'T/DO THIS — GAME, REVISED EDITION

THOUGHT EXPERIMENTS FOR CREATIVE PEOPLE

GAMES

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9789063698409

October 2026

€ 19.99

Card Game

178 x 92 mm

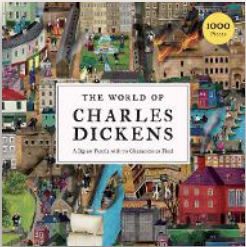
156 Cards



DONALD ROOS & ANNE DE BRUIJN

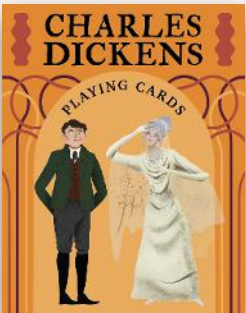
Don't/Do This Game is a creative thought experiment game that helps anyone unlock fresh ideas. By combining 3 Do cards (guidelines for a project) and 3 Don't cards (creative constraints), players are pushed out of their comfort zones and challenged to think differently. Rather than holding you back, these limitations encourage surprising and original solutions. The game's quick setup and endless combinations make it perfect for solo inspiration, team brainstorming, classrooms, or workshops. Whether you're a professional or just looking for fun, ***Don't/Do This Game*** is a powerful, playful tool to spark creativity in any setting.

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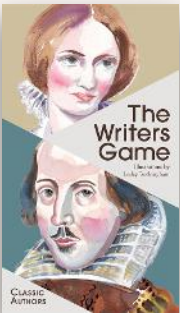
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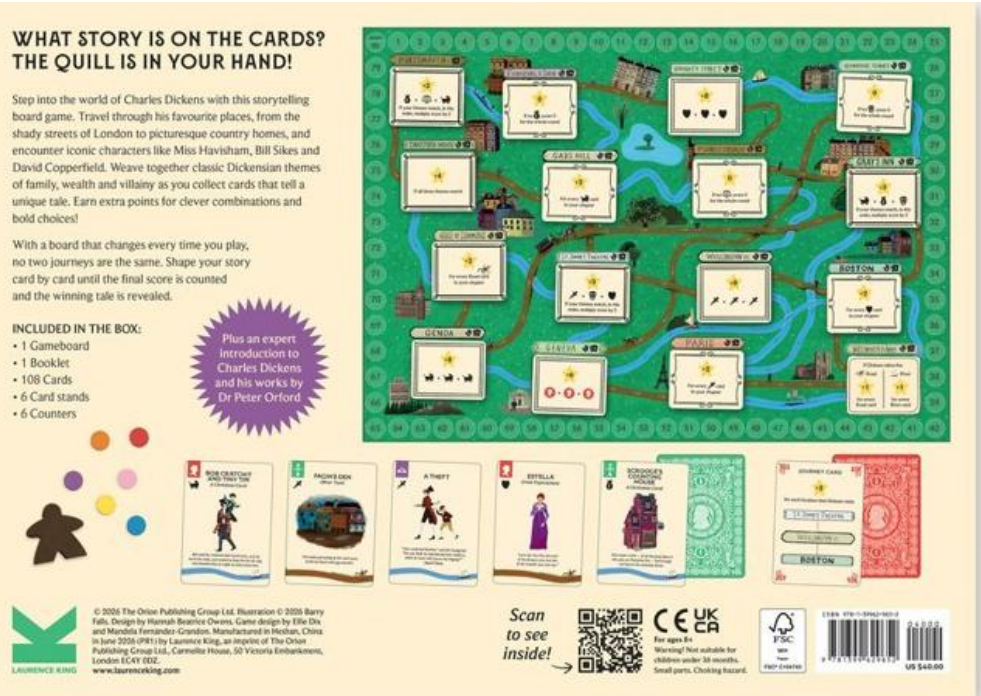
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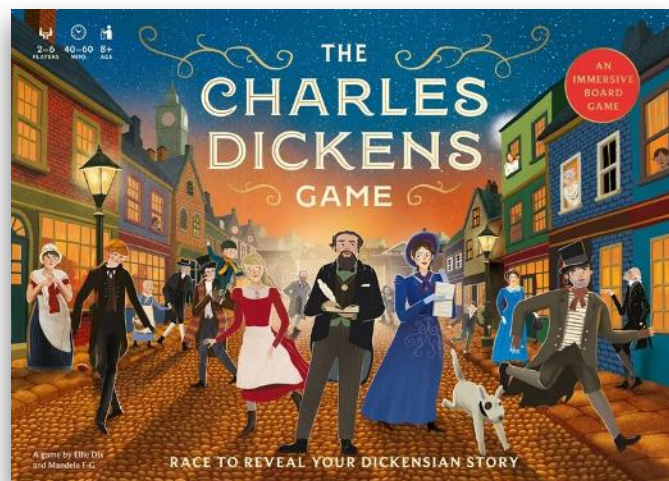
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€ 39.99

Board Game

315 x 225 mm

Various Components



ELLIE DIX

Step into the world of Victorian literature with ***The Charles Dickens Game***. This exciting card-collecting adventure invites you to follow in the footsteps of a literary legend. Travel to iconic locations, meet unforgettable characters, and craft your very own masterpiece by combining themes, events, and settings. Whether you are a fan of classic novels or love fun board games, this experience offers something special for everyone. The quill is in your hands, so prepare to write the perfect tale. This game celebrates creativity in every turn. It is the ultimate gift for story lovers who want to play in style.

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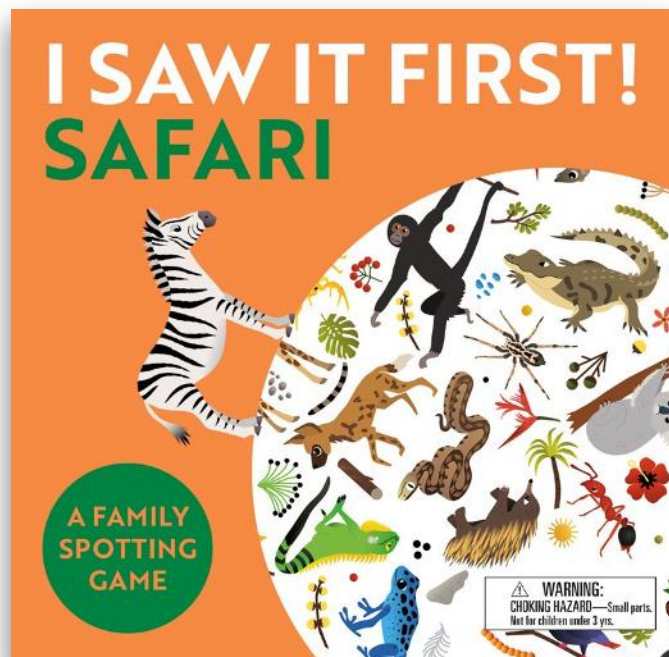
124 x 124 mm

Various Components



CAROLINE SELMES

Take the excitement of the wild everywhere you go with *I Saw It First! Safari*. This travel-sized edition is the perfect companion for road trips, flights, or quick fun at home. Featuring a clever seven-piece hexagonal board that connects in endless ways, every single game is a unique adventure. Can you spot the hidden creatures before anyone else? With one hundred beautiful illustrations by Caroline Selmes, this fast-paced game is easy to learn but impossible to put down. It is designed to delight both children and adults, making it the ultimate choice for family game night on the move. Get ready, get set, and find the animals on the board!



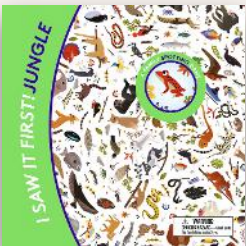
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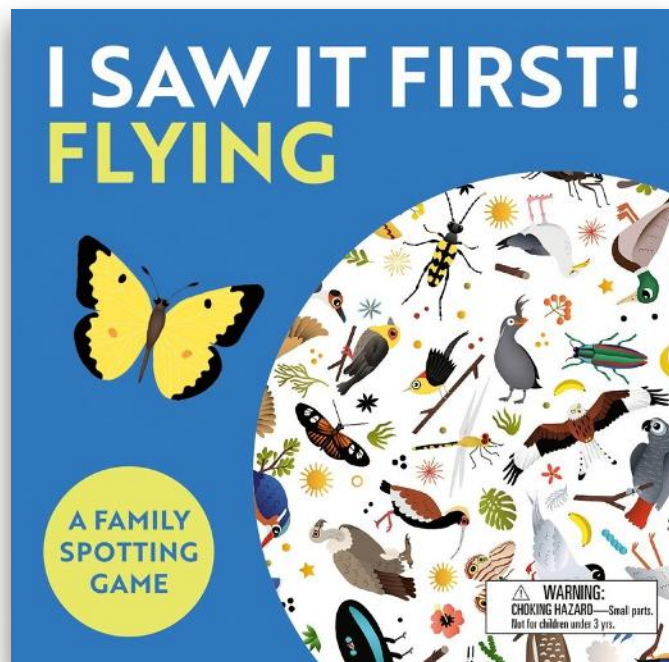
124 x 124 mm

Various Components

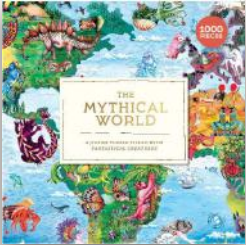


CAROLINE SELMES

Take the fun of the bestselling *I Saw It First! Flying* game anywhere you go with this perfect travel edition. Designed to fit easily into your bag, this compact version features a flexible seven-piece board that changes every time you play. With charming art by Caroline Selmes, the game is simple to learn but impossible to put down. Can you spot the flying creature before your friends do? With one hundred unique animals to find, this fast-paced challenge is ideal for family trips, rainy days, or quick play sessions. It is the perfect blend of strategy and speed that delights both kids and adults, start the search, and see if you have the sharpest eyes in the room. Let the soaring adventure begin right now!

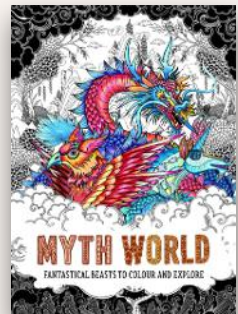


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MIX AND MATCH 25 FANTASTICAL CREATURES

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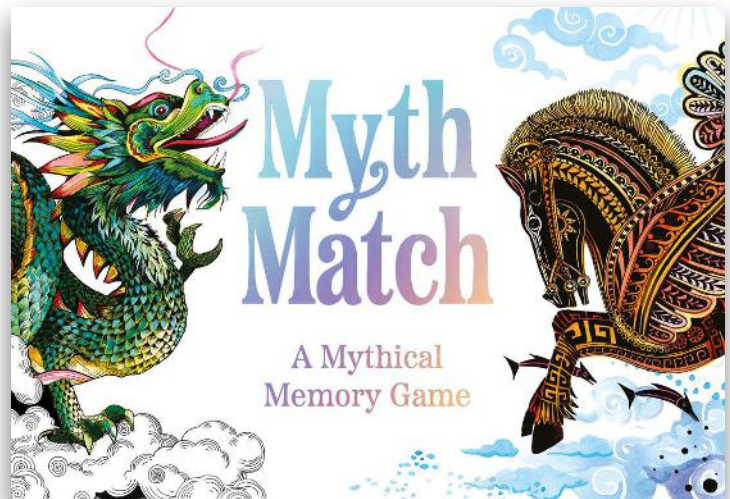
Memory Game

146 x 102 mm

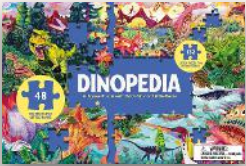
50 Cards

WARRIORS & GOOD WIVES

Myth Match Memory Game invites players into a vibrant world of legendary creatures and ancient stories. The challenge is simple yet exciting. Match the heads and tails of twenty five mythical beings drawn from folklore and legend. Dragons, sea monsters and magical creatures appear in bright, playful illustrations that spark imagination while testing memory skills. As players search for the correct pairs, they also discover fascinating characters from mythologies around the world. Alternatively you can also combine the cards to make your own fascinating creatures. The game combines learning with lively fun, making it perfect for families and curious young players. **Myth Match Memory Game** transforms classic memory play into an adventure through the captivating world of myths and legends.

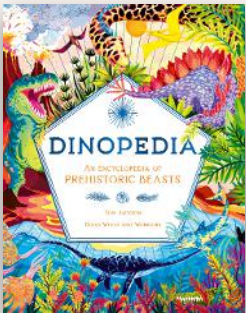


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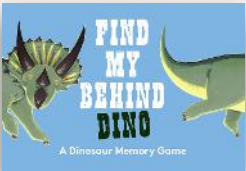
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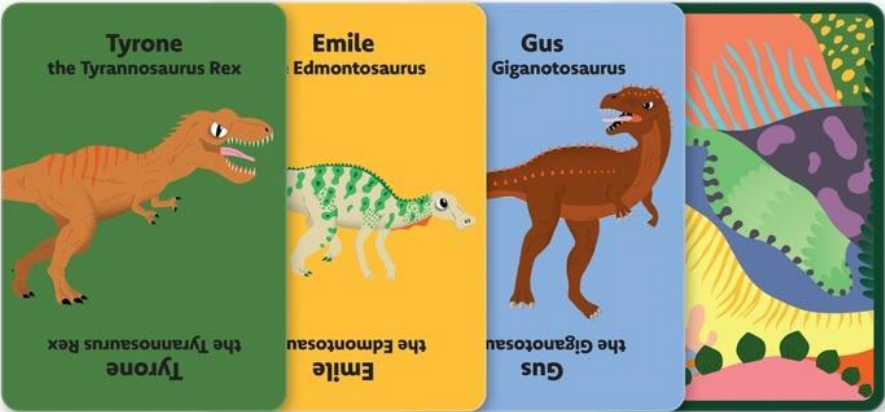
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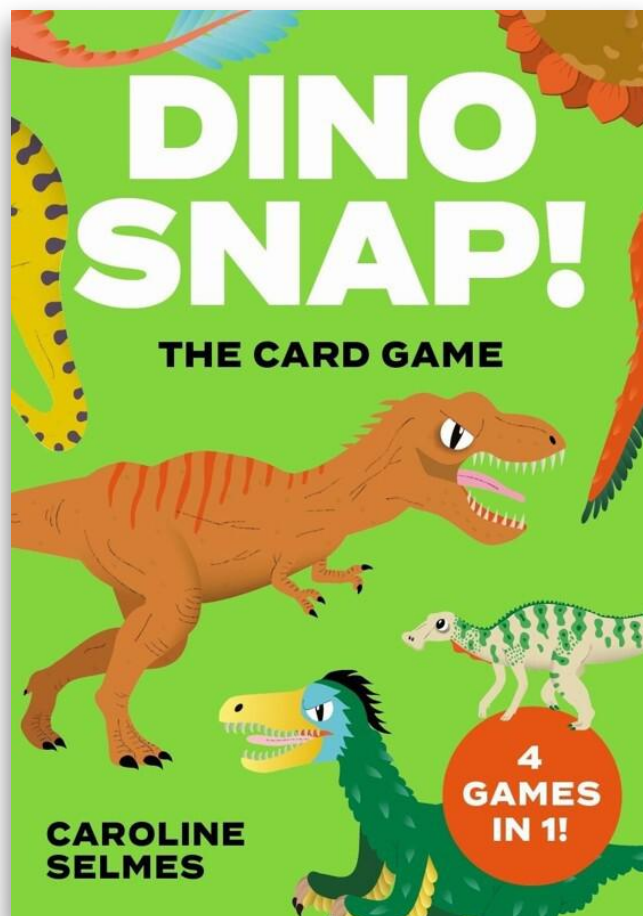
Card Game

118 x 84 mm

52 Cards

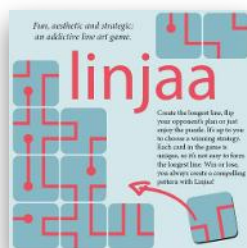
CAROLINE SELMES

Bring the prehistoric world to life with ***Dino Snap***, the ultimate card game set for young explorers! This exciting collection features thirteen adorable dinosaurs, including the mighty T-Rex and the gentle Stegosaurus. With four games like Snap and Go Fish in one box, your children will stay entertained for hours. We designed these jumbo cards for little hands to hold, and the compact size makes them ideal for travel. Whether at home or on the go, these fast-paced games are easy to learn and impossible to put down. Treat your family to a world of colorful illustrations and educational fun. Join thousands of happy players today and discover why ***Dino Snap*** is the favorite choice for curious kids everywhere.

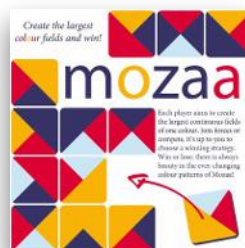




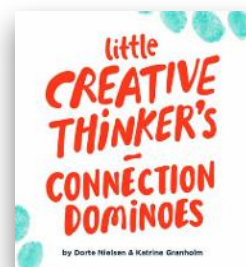
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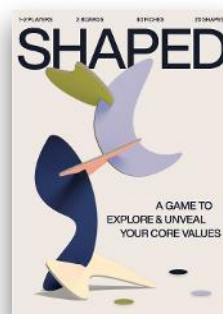
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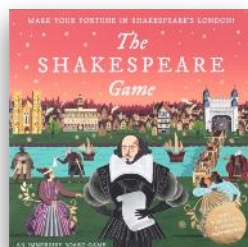
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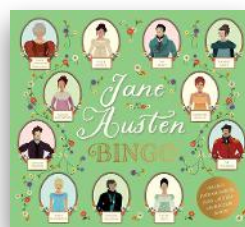
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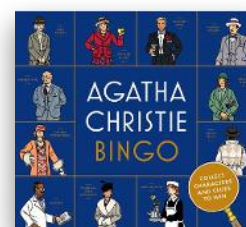
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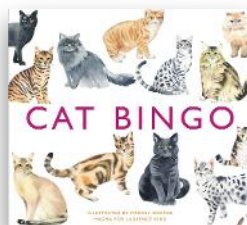
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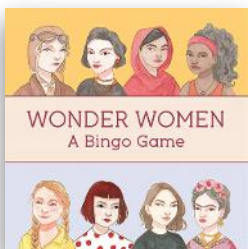
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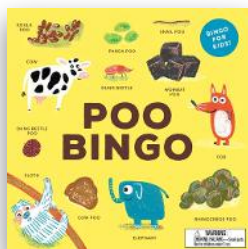
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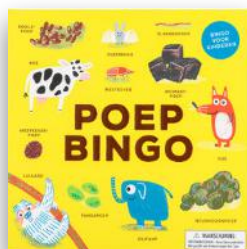
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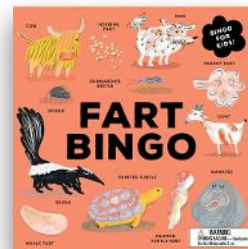
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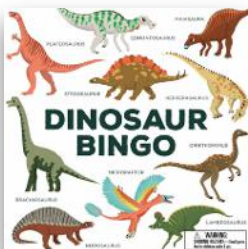
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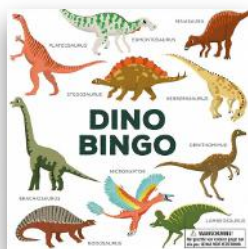
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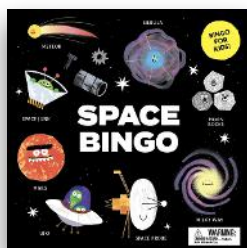
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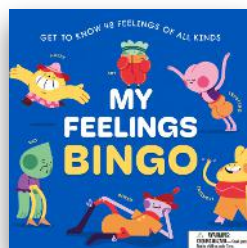
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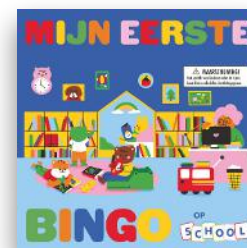
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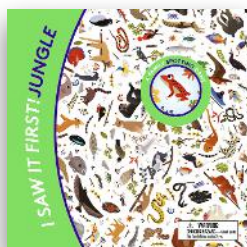
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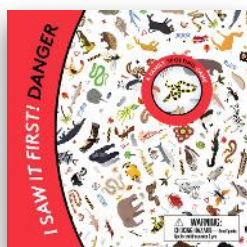
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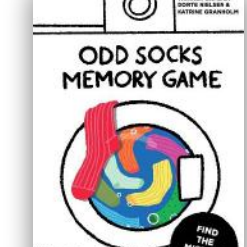
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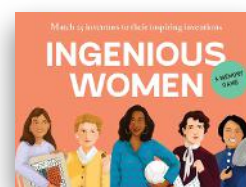
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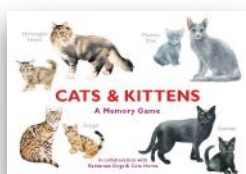
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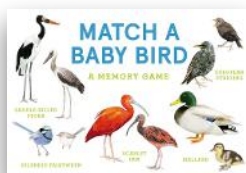
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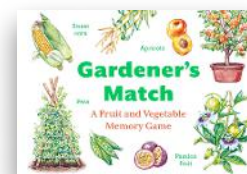
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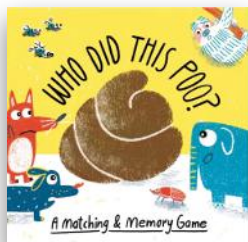
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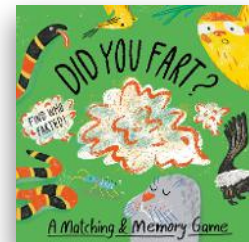
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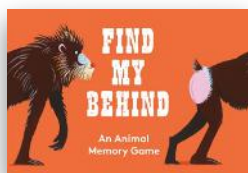
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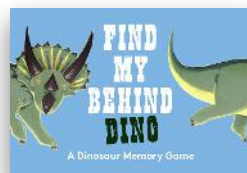
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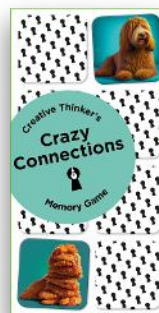
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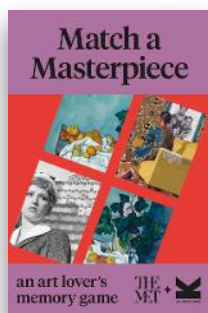
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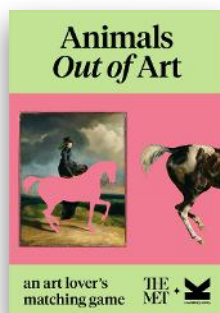
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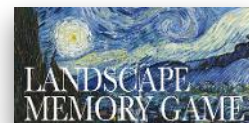
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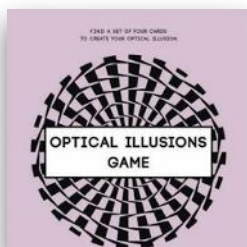
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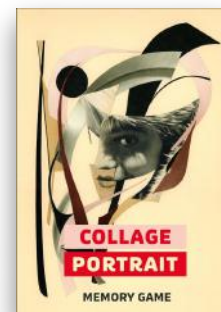
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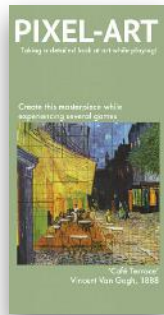
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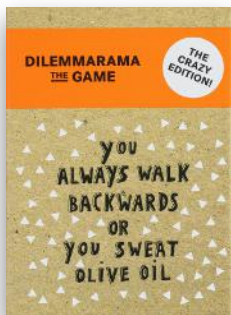
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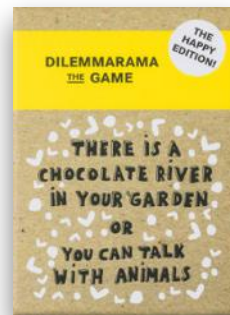
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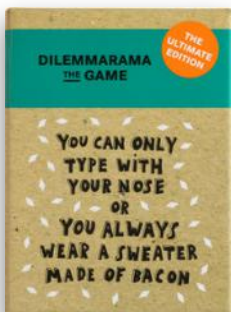
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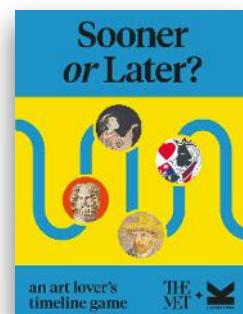
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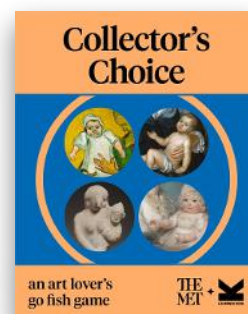
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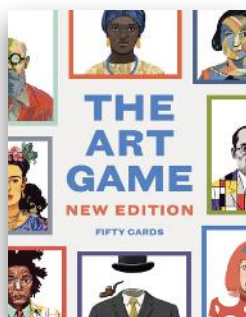
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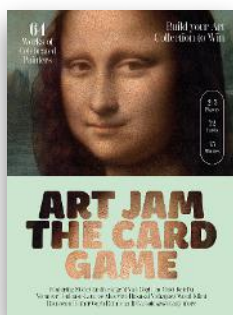
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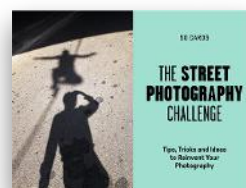


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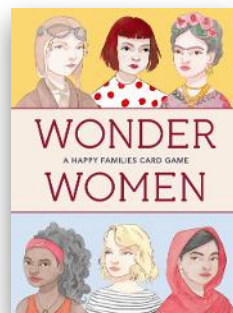


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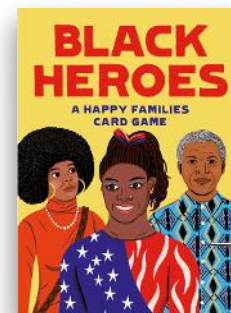


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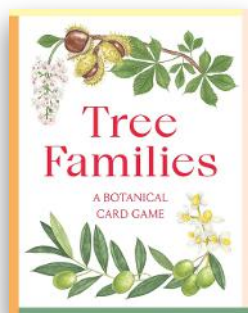


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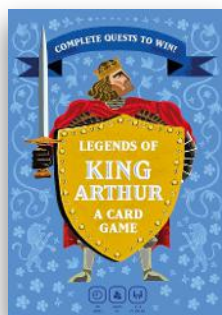
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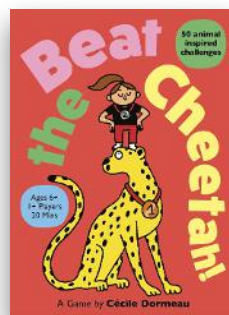
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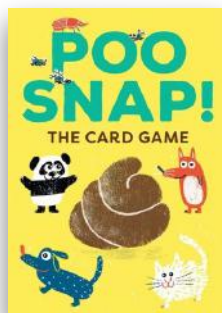
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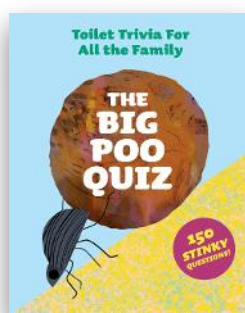
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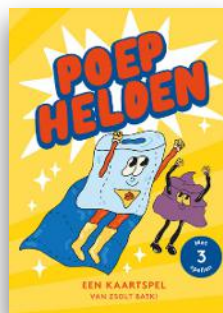
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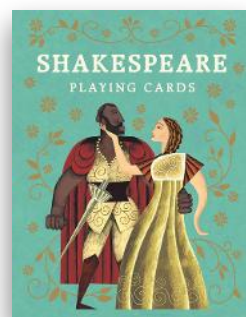
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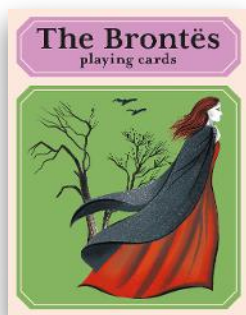
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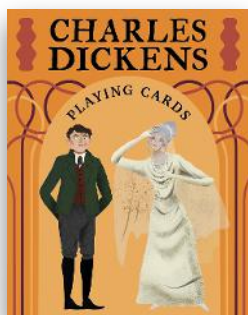
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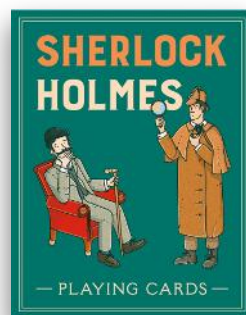
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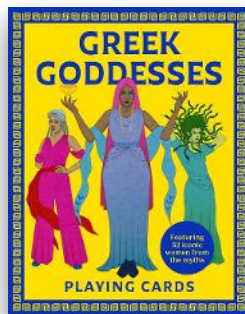
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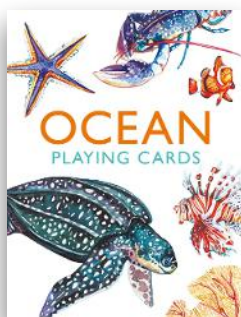
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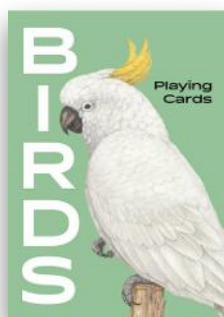
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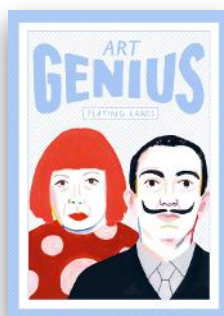
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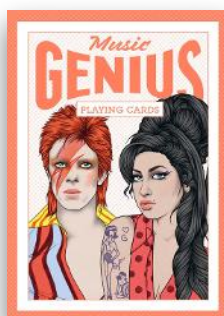
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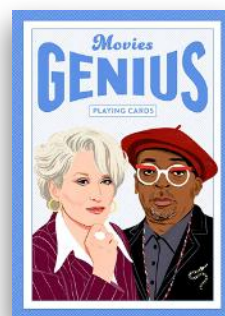
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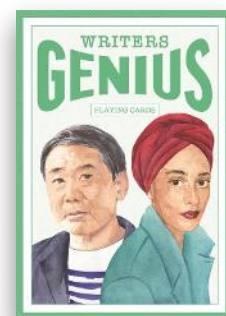
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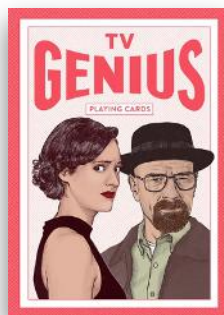
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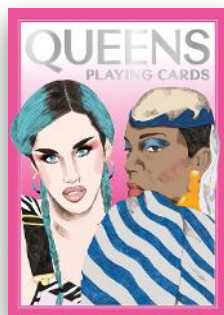
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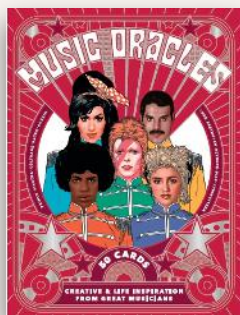
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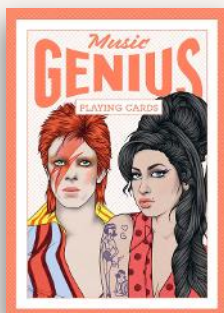


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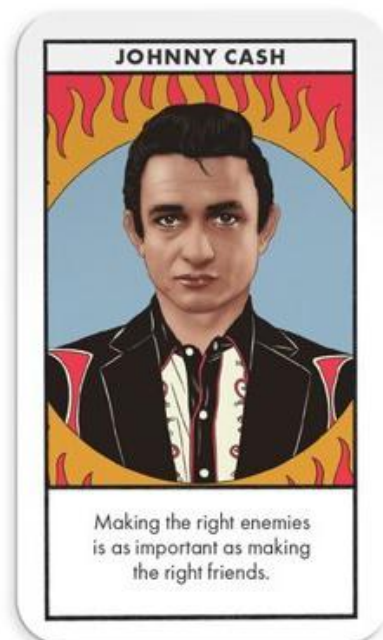
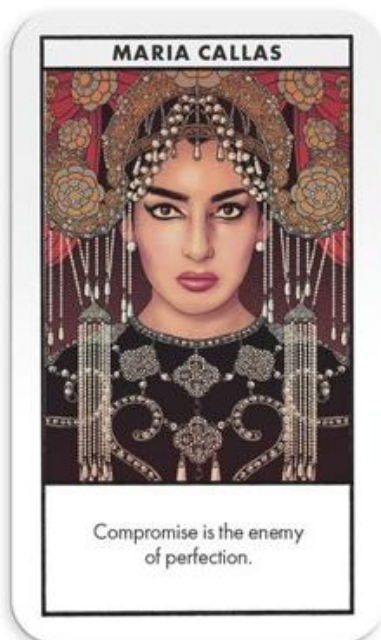


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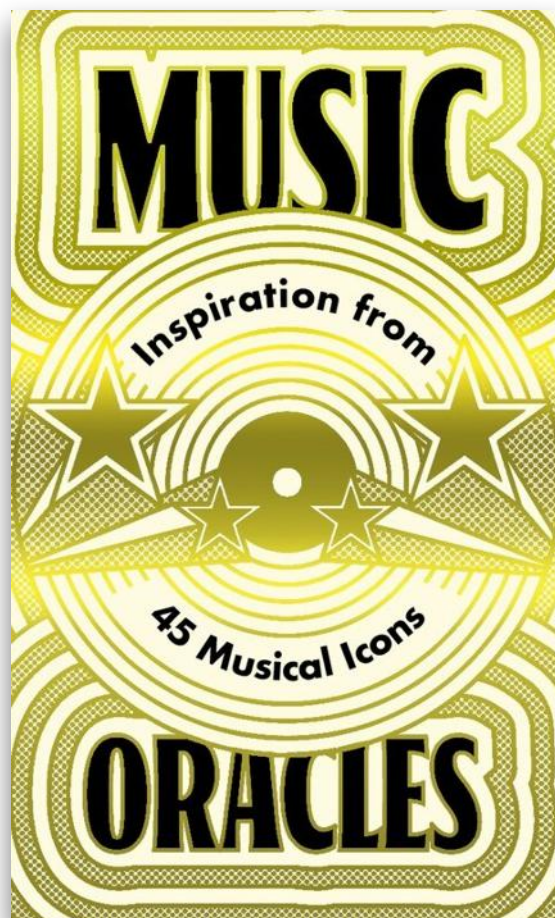
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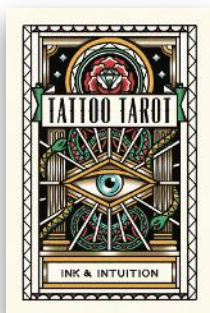
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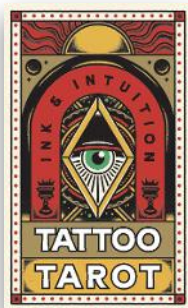
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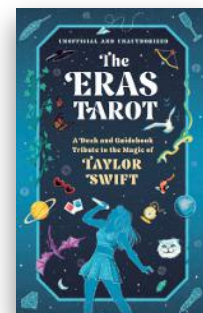
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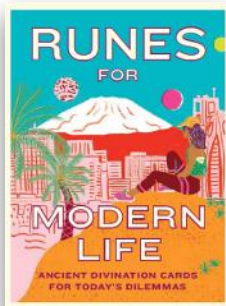
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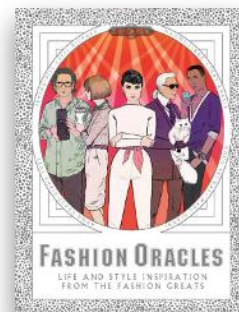
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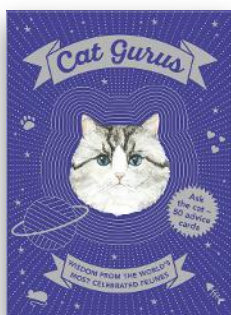
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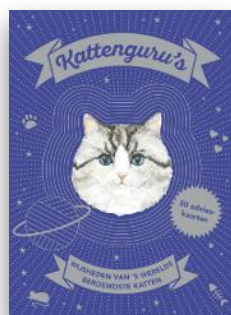
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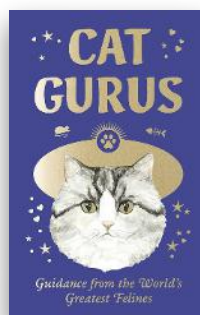
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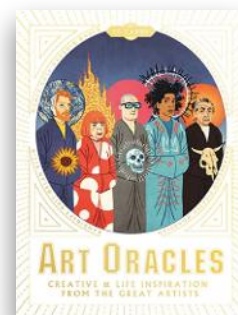
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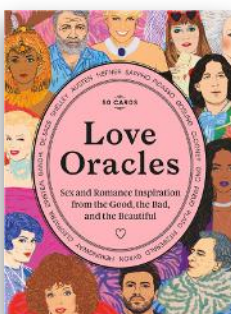
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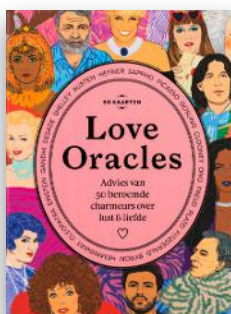
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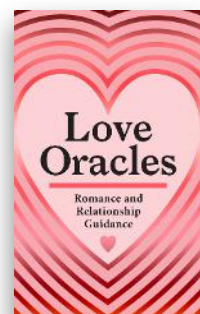
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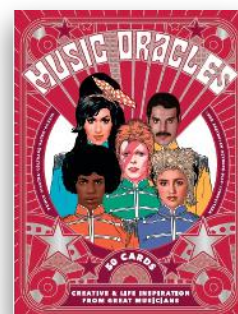
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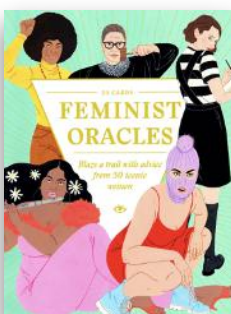
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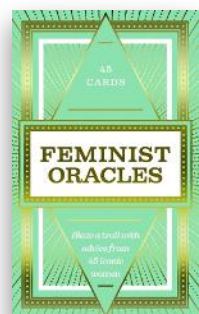
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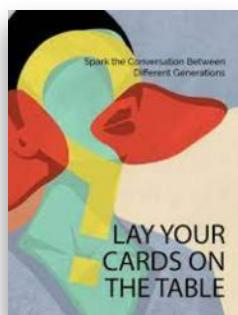
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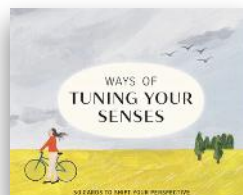
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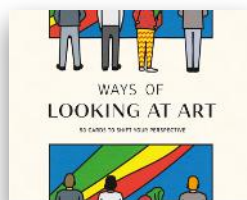
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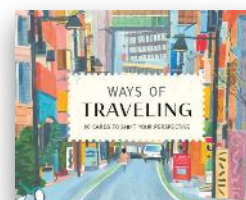
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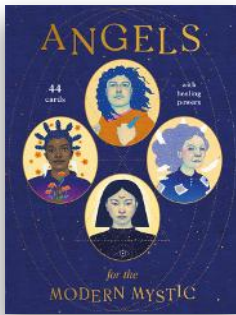
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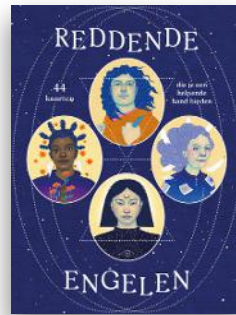


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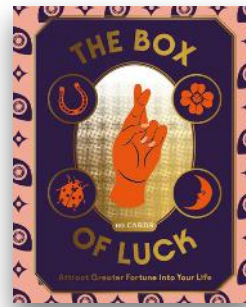
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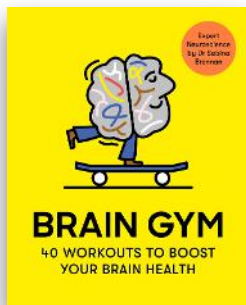
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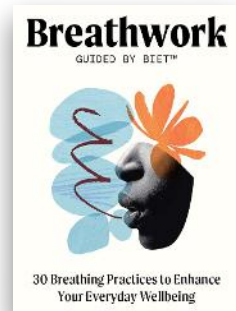
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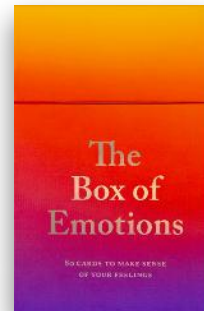
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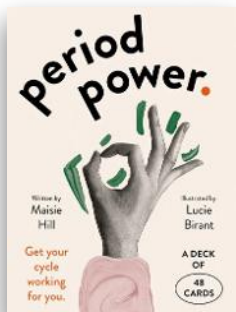
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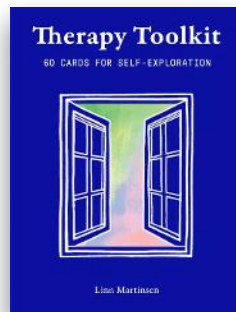
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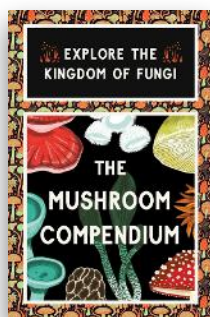
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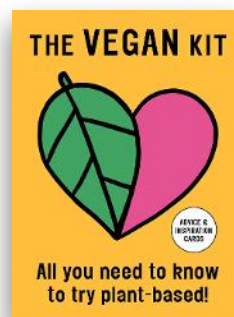
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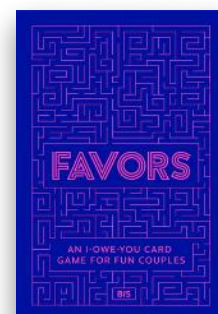
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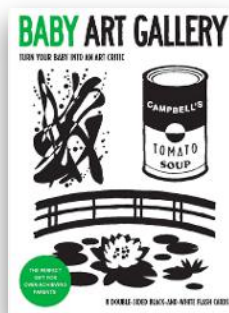
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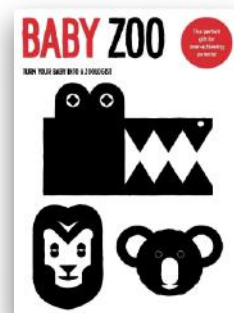
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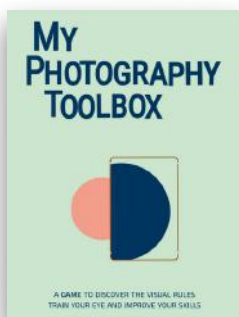


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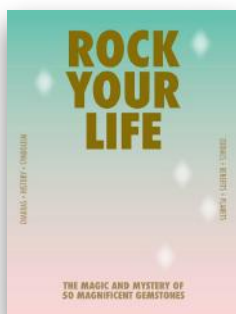
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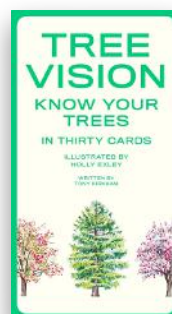
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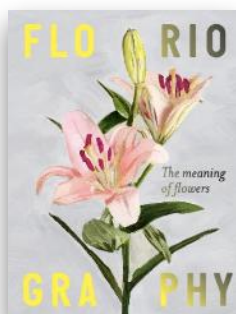
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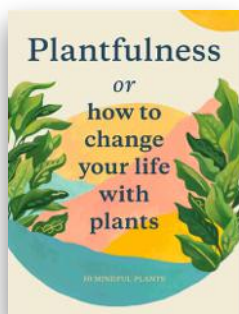
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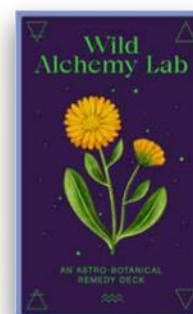
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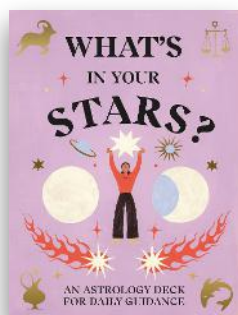
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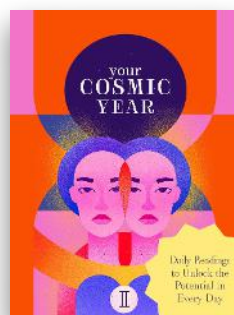


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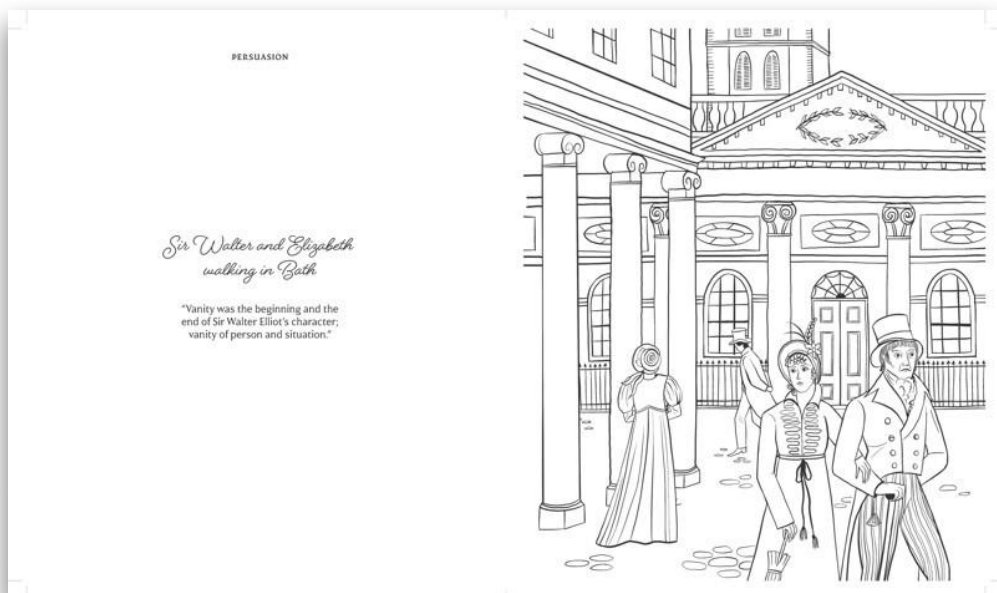
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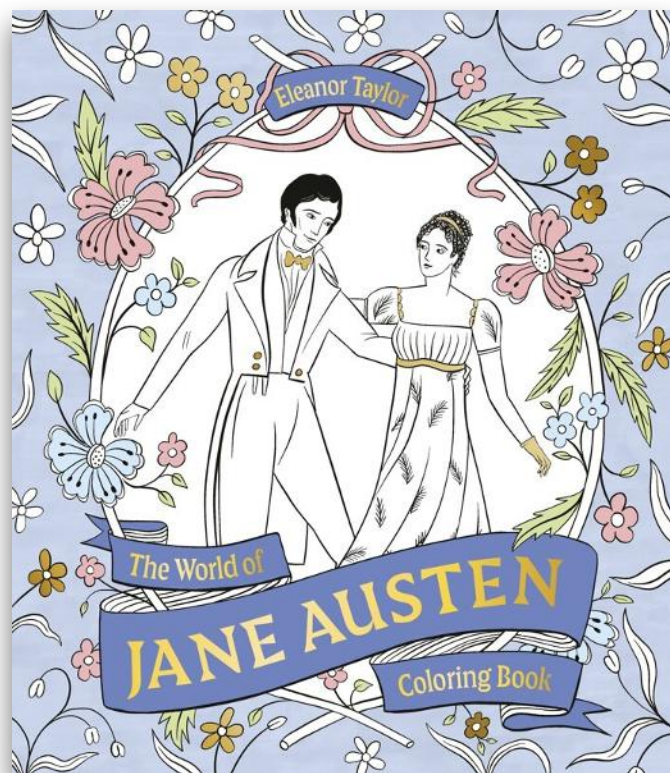
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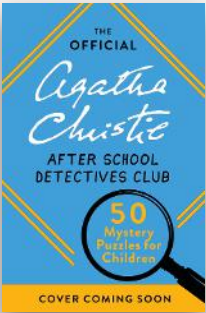
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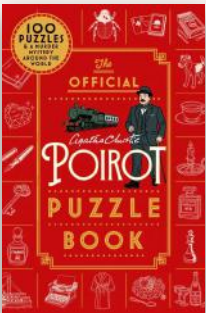
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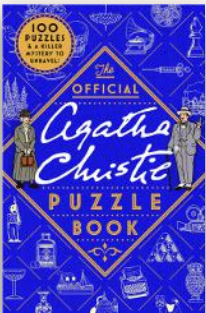
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THE SCENE OF THE CRIME

The scene of the crime was the bedroom of Mrs Emily Ingleshop. Important words and clues related to the crime scene are hidden in the word search grid below. Words may appear across, down, backwards, forwards and diagonally. Can you search them out?

There is one word listed that does not appear in the grid. What is it?



- | | |
|------------------|--------------|
| ASHES | KEY |
| BED | LOCK |
| BOLT | MANTELPiece |
| BOOKS | MATCHES |
| BOTTLE | ORNAMENTS |
| CARPET | READING LAMP |
| CHEST OF DRAWERS | SAUCEPAN |
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| CUP | SPIRIT LAMP |
| DESPATCH CASE | TRAY |
| DOOR | WARDROBE |
| DRESSING TABLE | WASHSTAND |
| FIREPLACE | WINDOW |
| FLOOR | WRITING DESK |



TIME TWISTERS

There's extra confusion in the case Poirot investigates in *Evil Under the Sun*, with the possibility that someone's watch may have been tampered with, adding a time twist.

Can you work out the correct time from these less than straightforward statements and add the correct hands to the watches below?

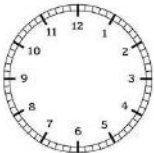
Watch A

It's four hours after the time that was as many hours after midnight as it was before noon.



Watch B

Fifty minutes ago it was four times as many minutes past 6 a.m. as the minutes before 9 a.m. now.



EXCLUSIVE COLLECTION

Rosamund Darnley was the founder and creator of the exclusive fashion house Rose Mond. Three ladies staying on the island are each wearing three items bought from Rose Mond: a hat, a swimsuit and a pair of sandals. Each lady has chosen a green item, a pink item and a white item. The hats, swimsuits and sandals are all different colours.

Lady A was wearing a green swimsuit.

Lady B was wearing white sandals.

Lady C was hoping to buy the green swimsuit but, as Rose Mond is very exclusive, she couldn't buy it as Lady A had already purchased it.

Who was wearing which item from the Rose Mond collection?



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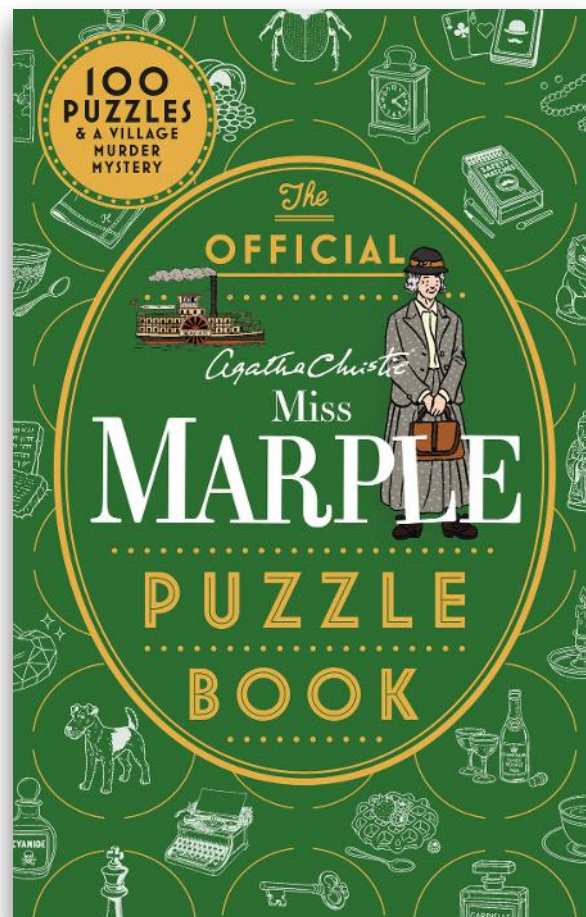
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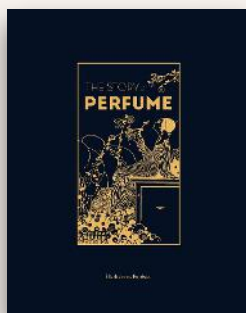
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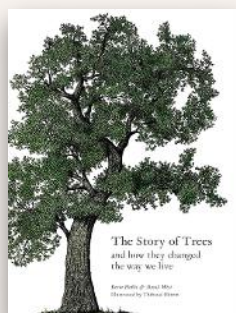


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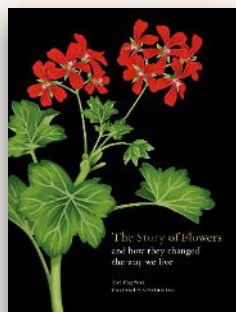


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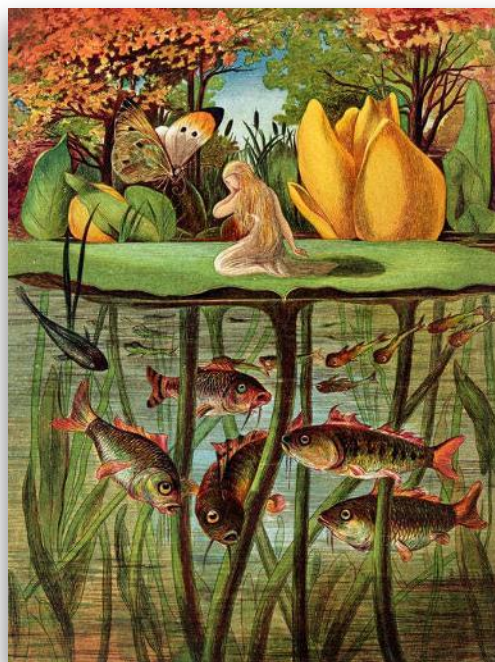


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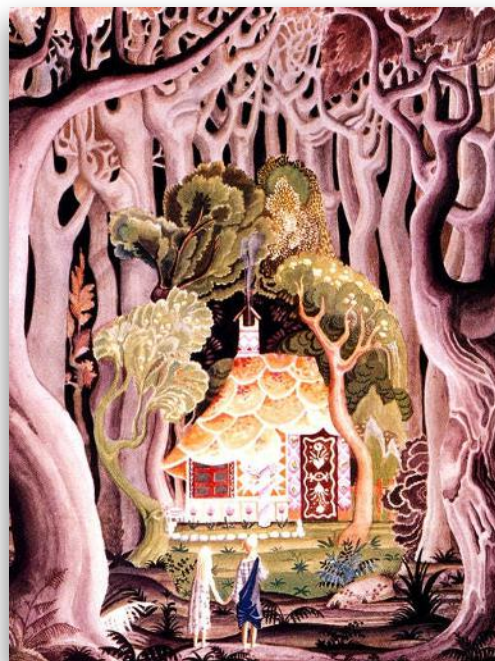
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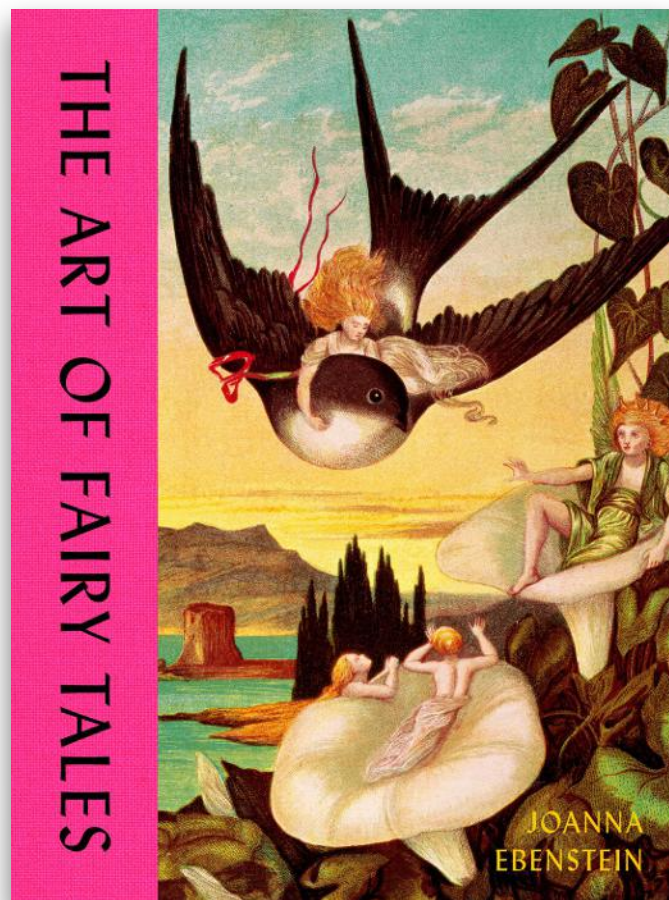
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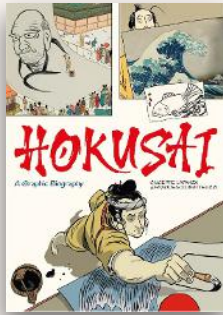
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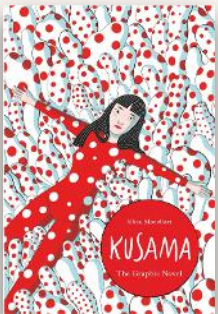


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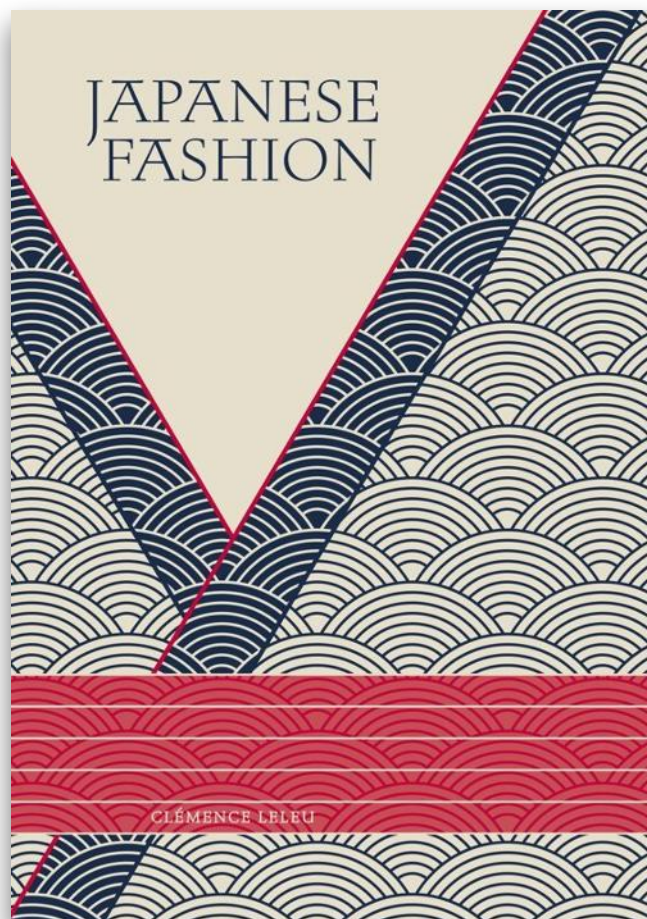
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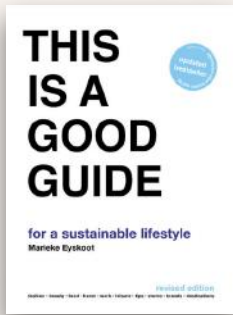
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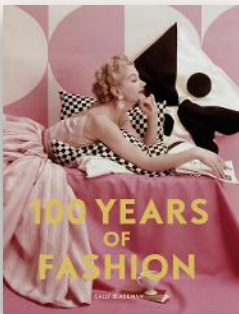


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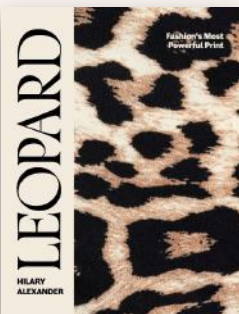


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WINTER

Winters need saturated, fresh colours with higher chroma to look their best.

Pastel or very light coloured shades are not as flattering on Winters – medium-toned cool colours are most appropriate to contrast and complement the undertone.

Don't be afraid to experiment with slightly darker shades than those in your palette. However, it might be a good idea to avoid warm-toned – especially yellowed – shades against your face. The most flattering shades in the Winter colour palette are the deepest shades for the season.



72

LIFE'S TOO SHORT TO WEAR BLACK



HOW TO ADD COLOUR WITHOUT BUYING A WHOLE NEW WARDROBE

I bet you already have some pieces of clothing in your wardrobe that you like the fit and style of but think it might be fun to add colour to, right? A fun way to add a bit of colour to your wardrobe is to do some little DIYs to the basics you already own. It's also a good baby step to wearing more colour in general. Plus, when you get a compliment, you get to say, 'Yeah, I did that myself!' The following chapter includes a few tried-and-true and beginner-friendly ways to spice up your clothing and accessories.



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LIFE'S TOO SHORT TO WEAR BLACK

EMBROIDERY

Embroidery is a great way to add little pops of colour to your clothing. Here are a few techniques you can use to add some colour to your wardrobe, from sewing colourful borders to adding interest to pockets. Embroidery thread is inexpensive and fun to shop for at your local craft or sewing shop. The wall of colours is like picking crayons from a crayon box.

Before adding embroidery to an article of clothing, you will want to make sure it can handle some stitches. I would avoid stretchy fabrics because these will create problems such as puckering and moving as you're stitching. Thin fabrics (even non-stretch) are also ones to avoid.

You will need a stabilizer – you can find tear-away, wash-away or standard iron-on interfacing to stabilize the back of the fabric. You could also use another piece of quilting cotton behind it (somewhere the back won't be seen). By using a stabilizer, you can reinforce the area you want to sew. This creates a more stable platform, which is more enjoyable and manageable to stitch. Plus, it helps prevent the shape

of your design from stretching and distorting while you sew.

Stabilize the back of the fabric first, then you can lightly sketch your design onto the front of the material with a water-soluble marker or light pencil.

Blanket stitch



The blanket stitch is a simple hand-sewing stitch that's both decorative and functional – perfect for edging blankets, felt crafts or appliqué work. It's fun to add this to the edges of clothing that already have a hem.

ADDING COLOUR TO YOUR FAVOURITE PIECES

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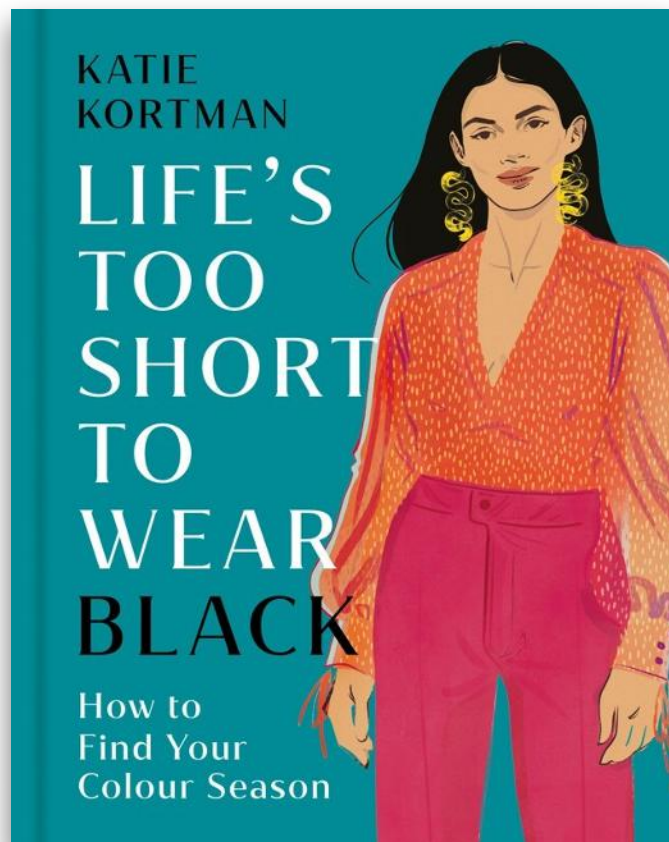
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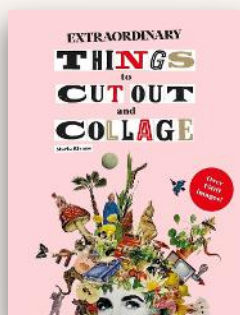
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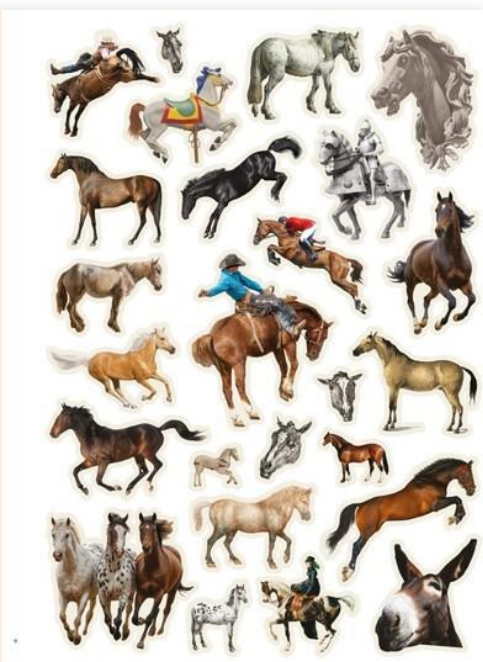
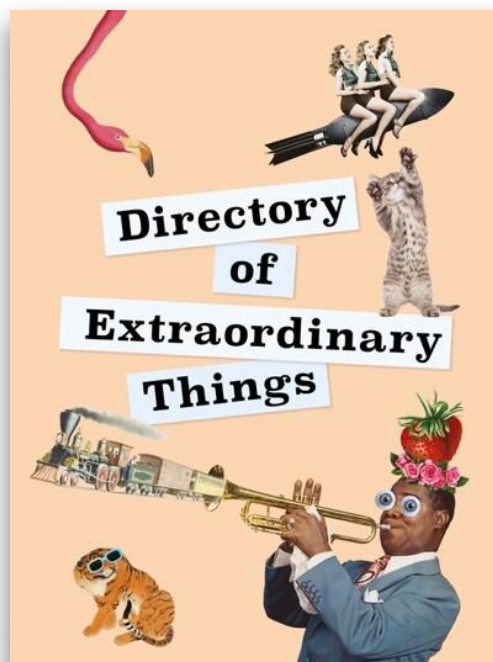


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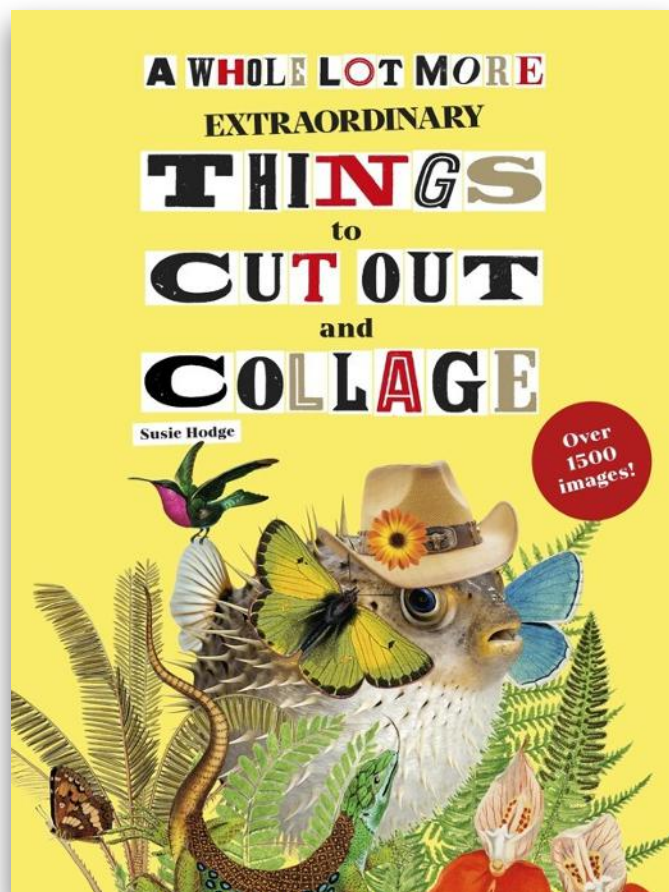
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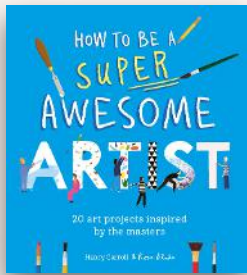
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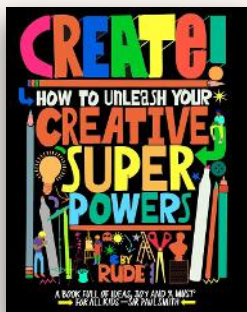
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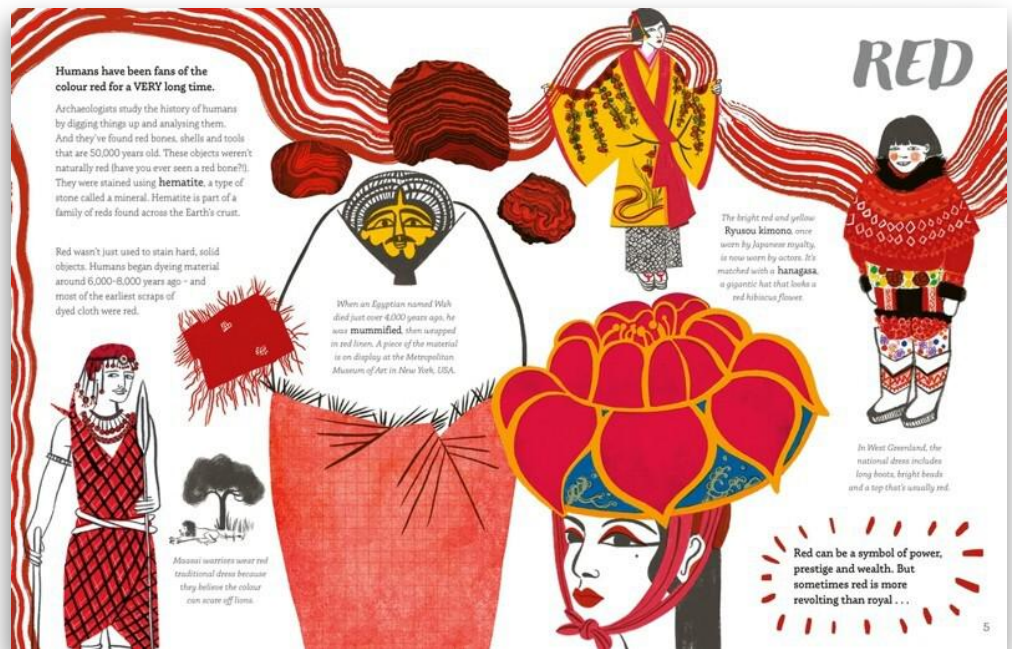
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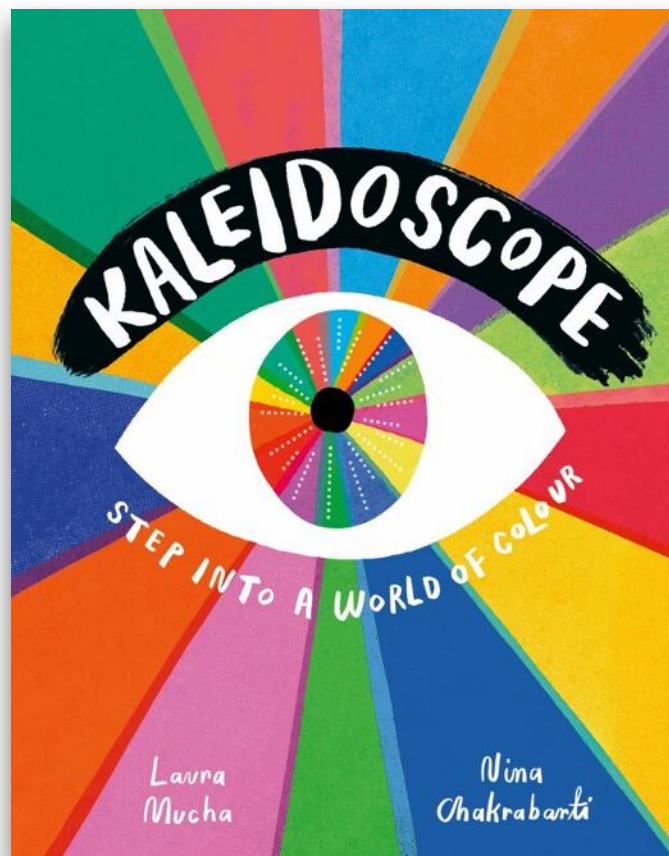
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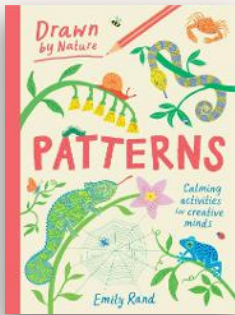
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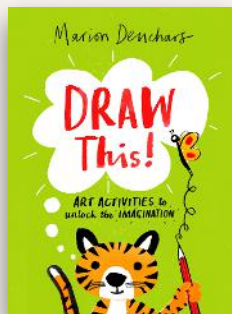
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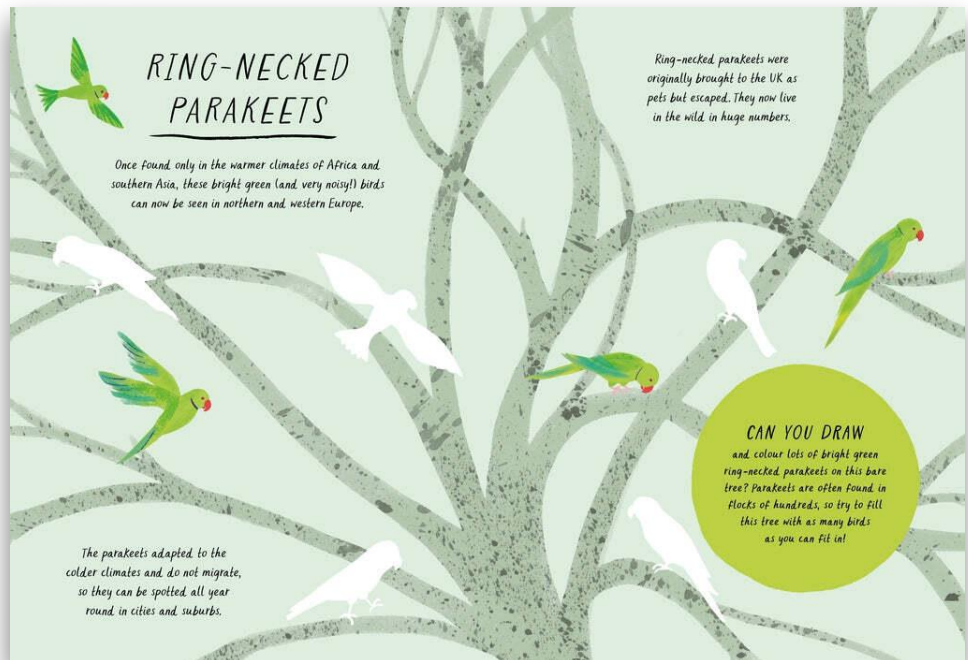
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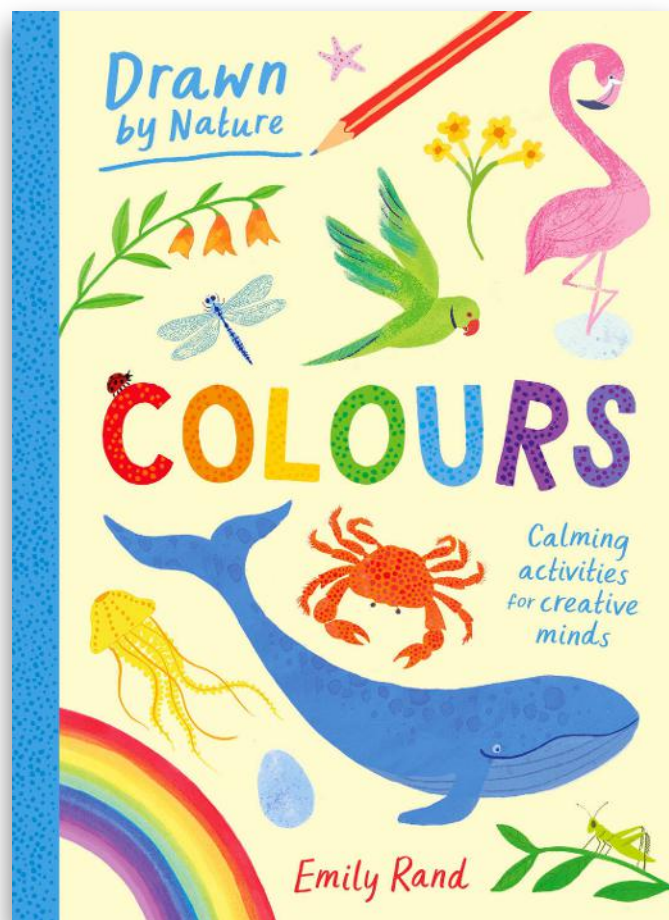
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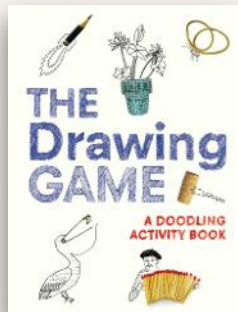
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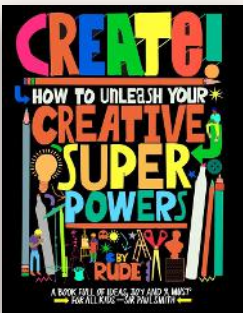
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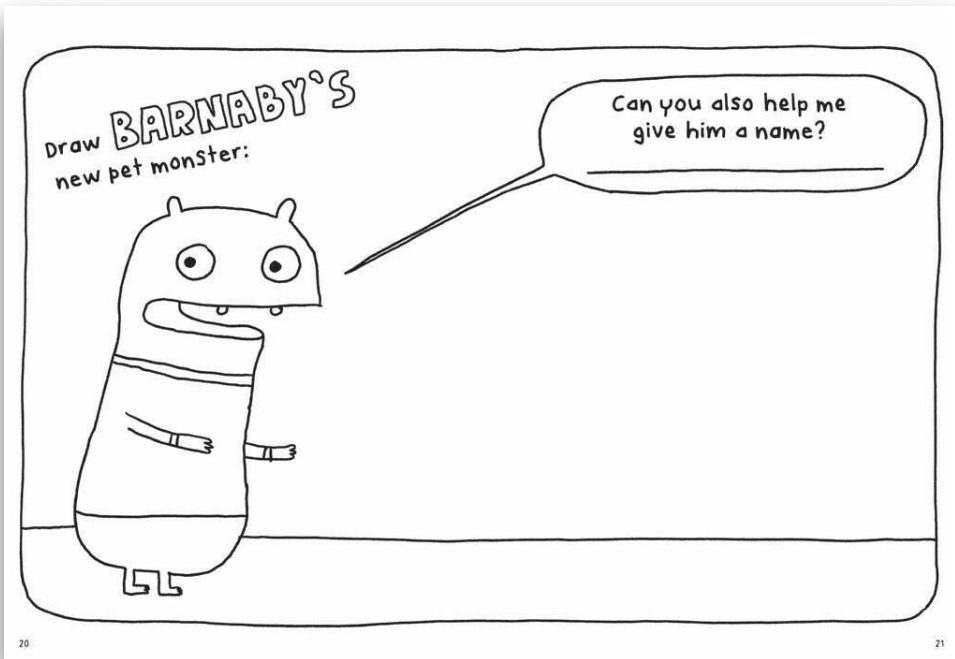
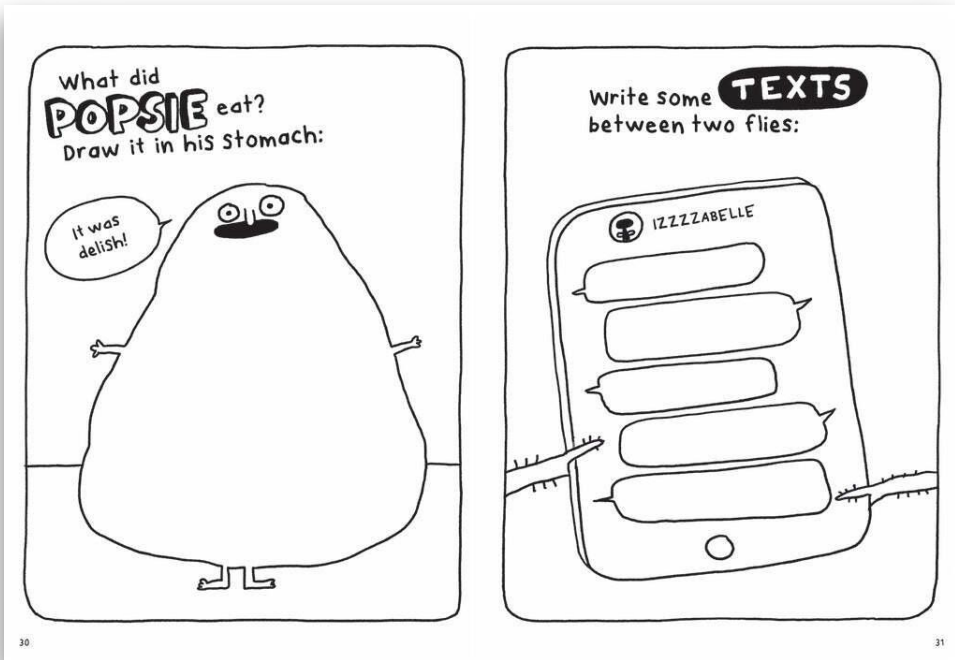
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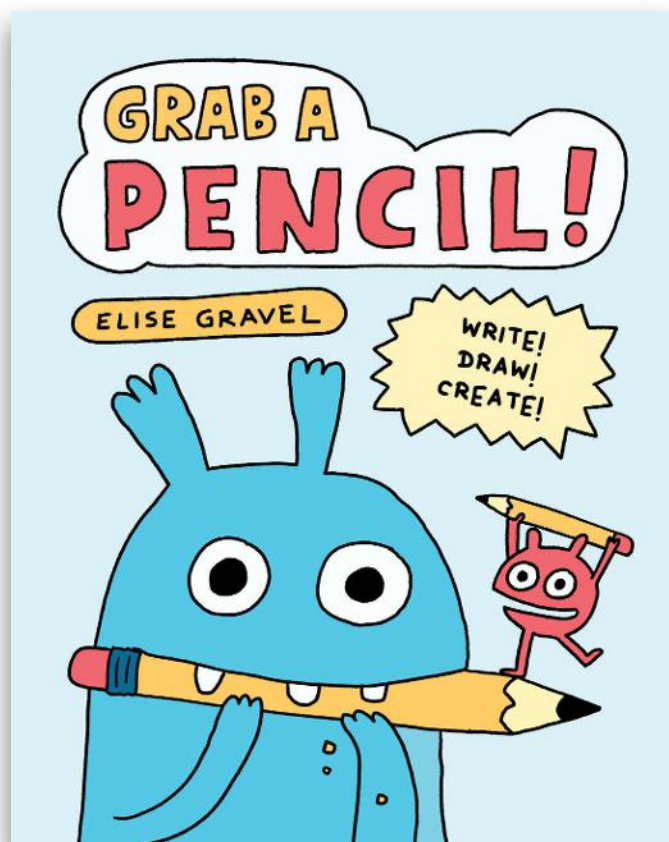
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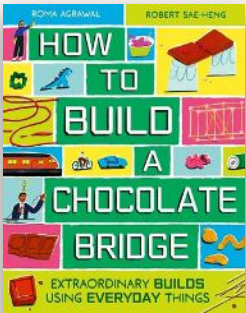


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Grab the (Easter) Bunny

After Usain Bolt ran the 100 metres in a world record 9.58 seconds at the 2009 IAAF World Championships in Berlin, most people said it was a time that would never be beaten. But Cambridge University Professor John Barrow argued Bolt should have been even quicker* – but not through any improvement in fitness or running technique. You see, a 100-metre sprint is actually two races – the time to cover the distance and the time to respond to the gun. It turns out that Bolt's reaction times were in sprinting terms slow. In Berlin, when he achieved this extraordinary time, he was second slowest – 0.16 seconds to get off the blocks, against his competitors who were clocking 0.13.

Sorry, Usain, but you should have played more Grab the Bunny.

It is super easy to organise after a meal; you don't even have to clear the table. It relies on reaction times and touch, and there's a tantalising tension that builds each time the coin is tossed.

PLAYERS: 8+

PLAYING TIME: 15 minutes

REQUIREMENTS: A pebble, a soft toy, two hats and one long table.

* Not sure I'd want Professor Barrow as my Dad.

PREPARATION

Place a pebble at the top end of the table and bunny at the bottom end. The two people at the bottom end of the table, closest to the bunny, should each wear a hat. Everyone holds hands with the person sitting next to them so that there is a human chain down each side of the table. Everyone should close their eyes except the pair at the top end of the table closest to the pebble.



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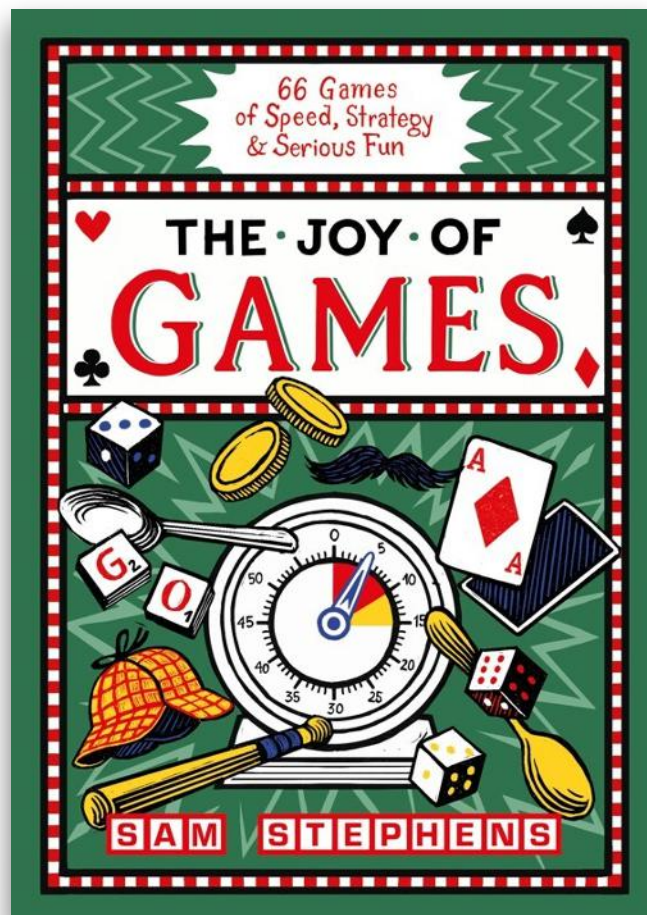
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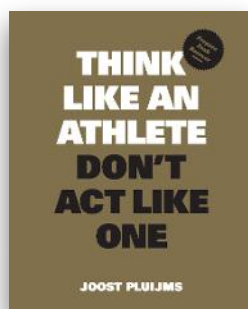
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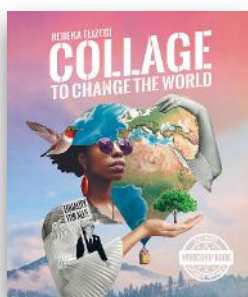
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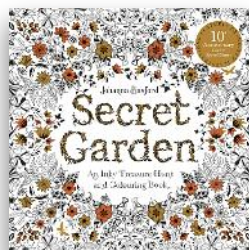
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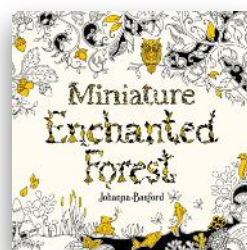
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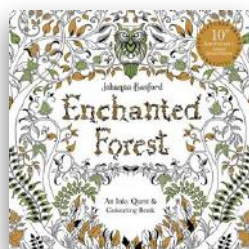
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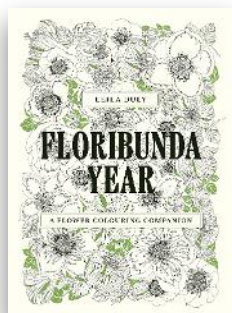
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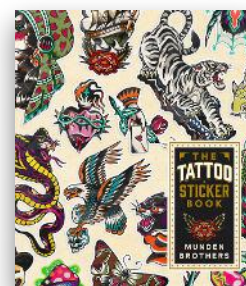
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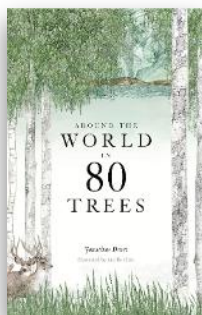
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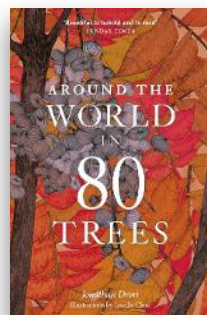
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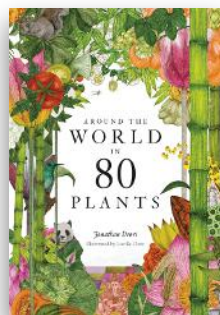
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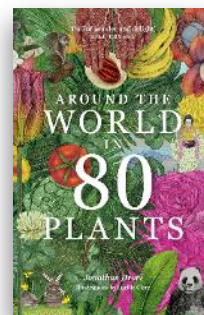
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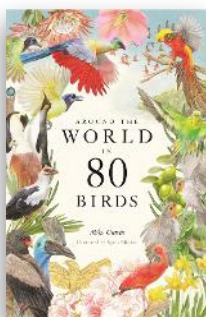
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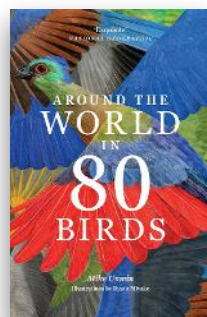
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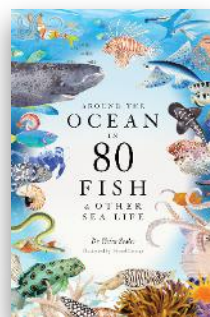
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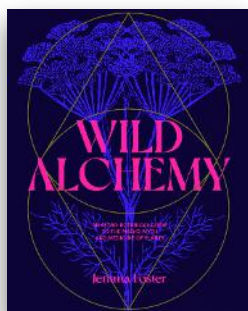
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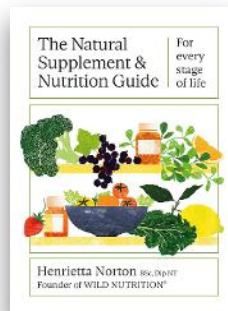
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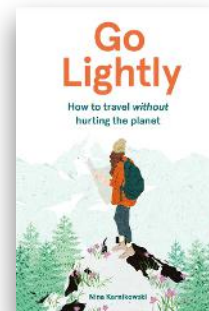
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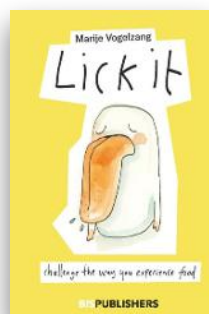
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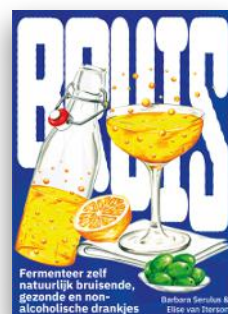
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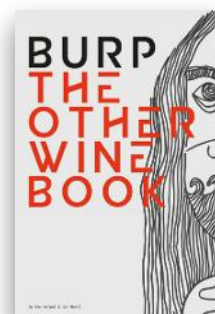
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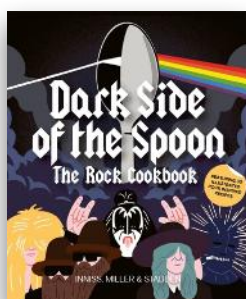
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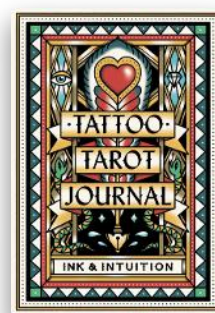
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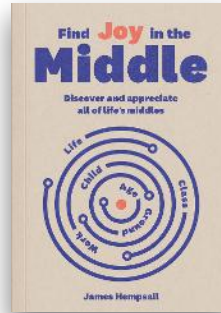
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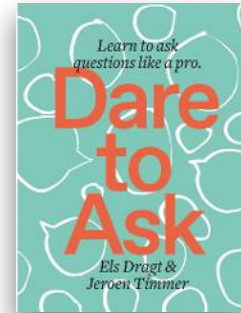
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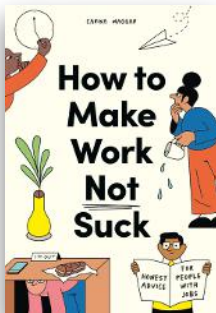
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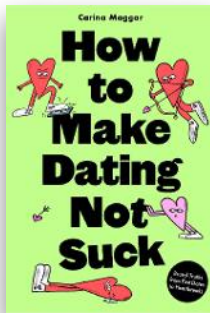
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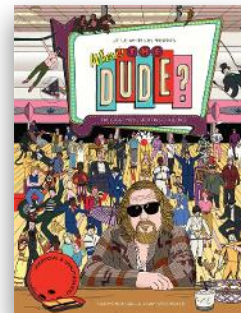
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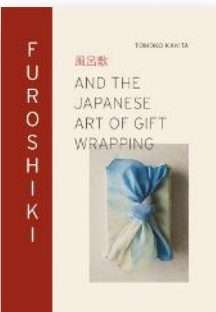
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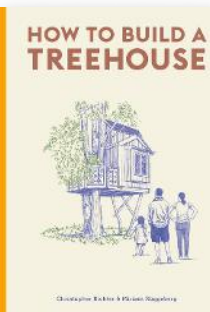
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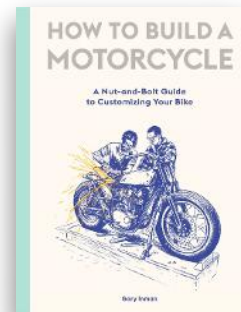
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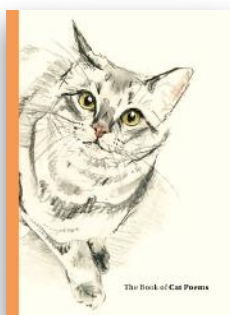
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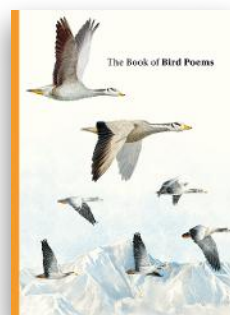
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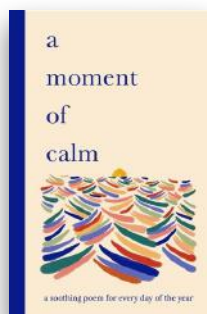
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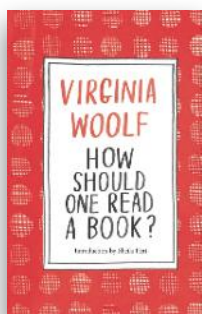
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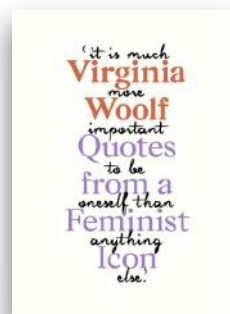
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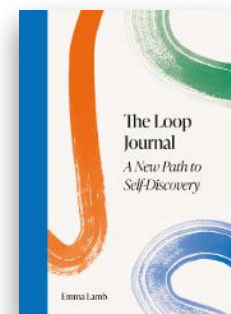
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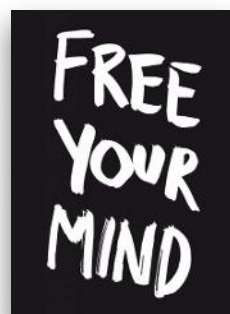
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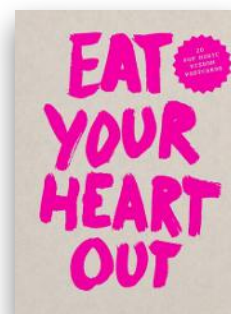
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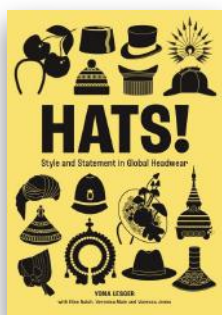
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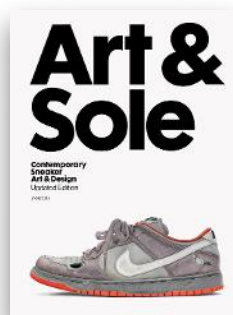


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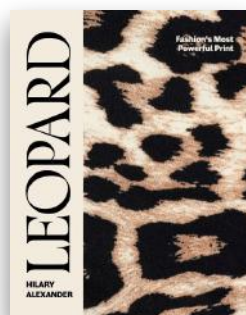
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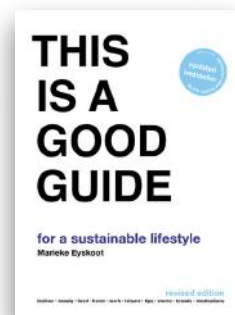
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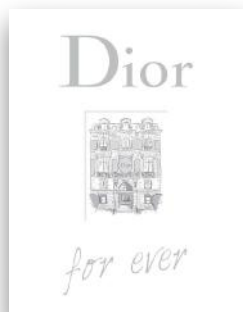
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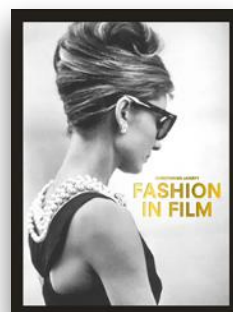
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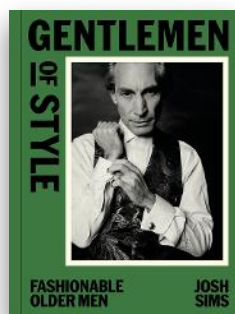
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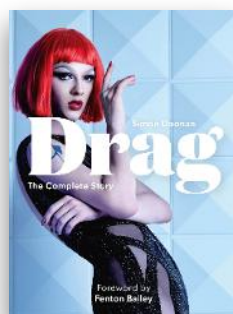
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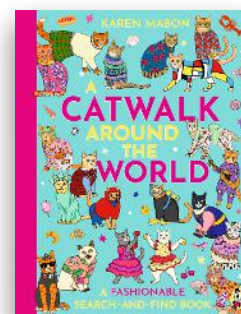
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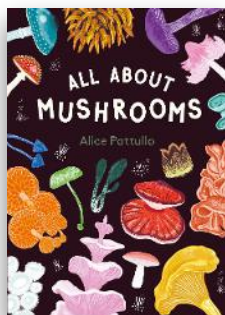
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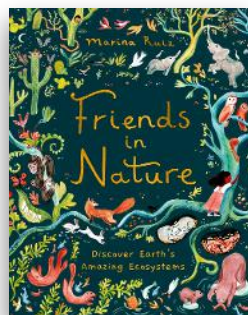
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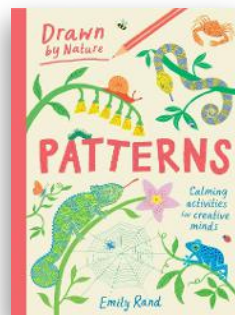
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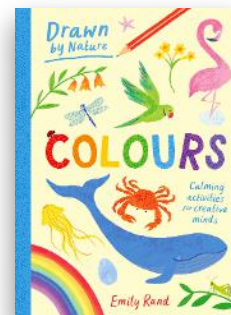
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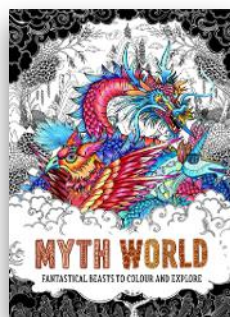
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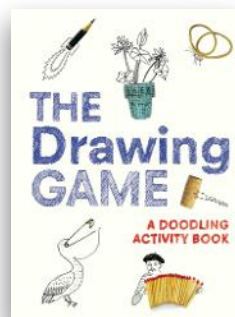
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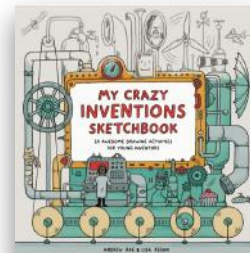
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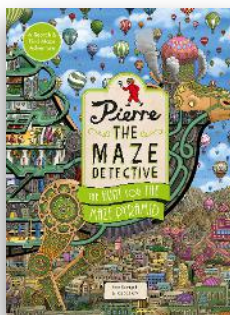
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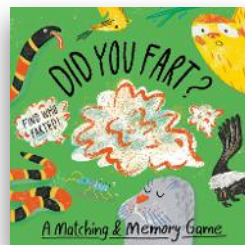
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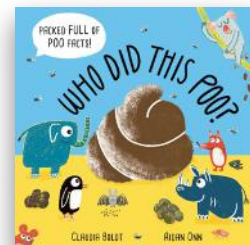
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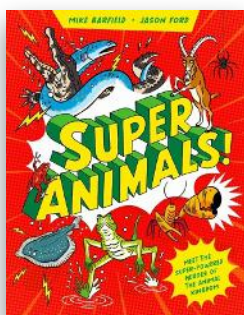
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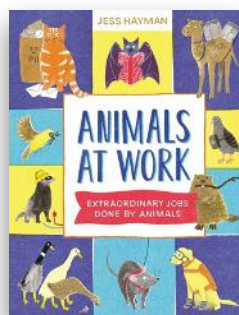
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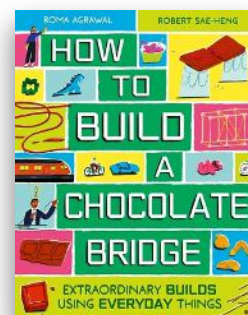
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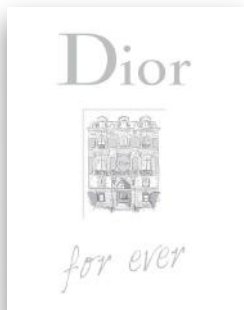
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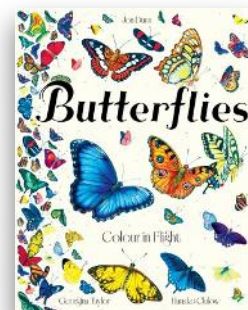
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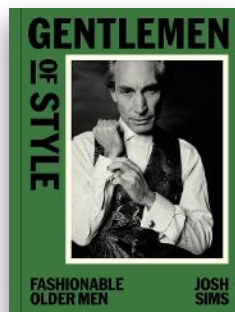
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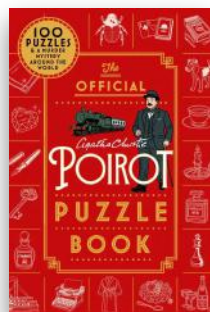
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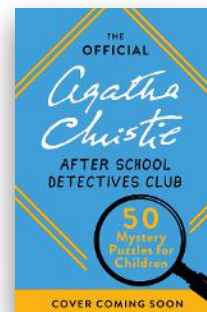
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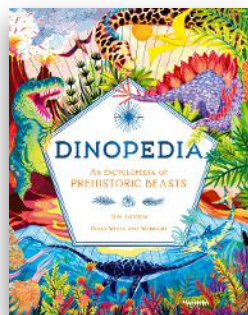
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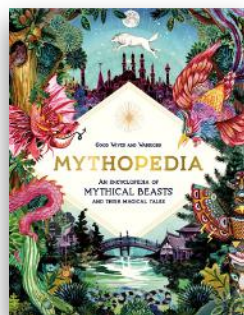


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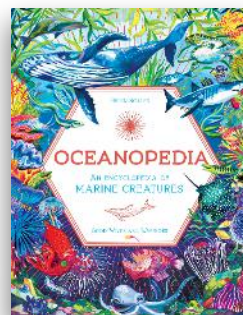


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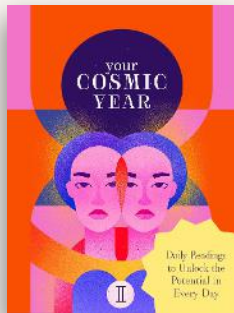
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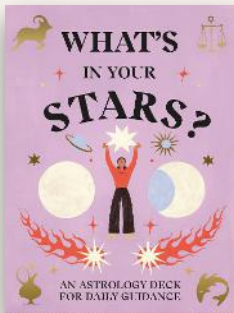
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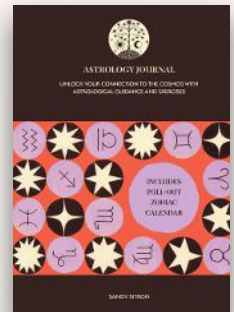
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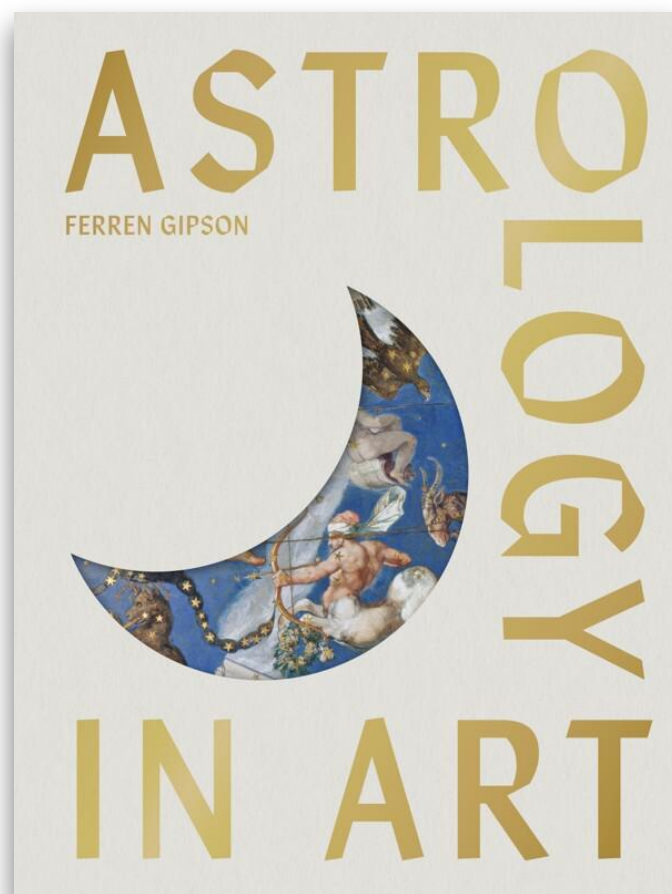
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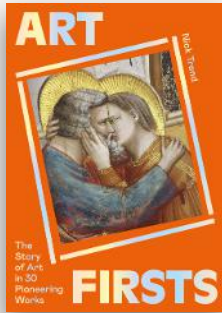
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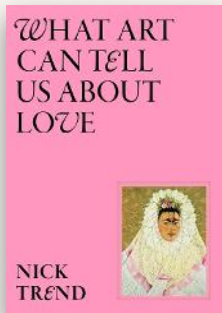


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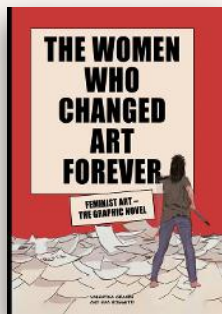


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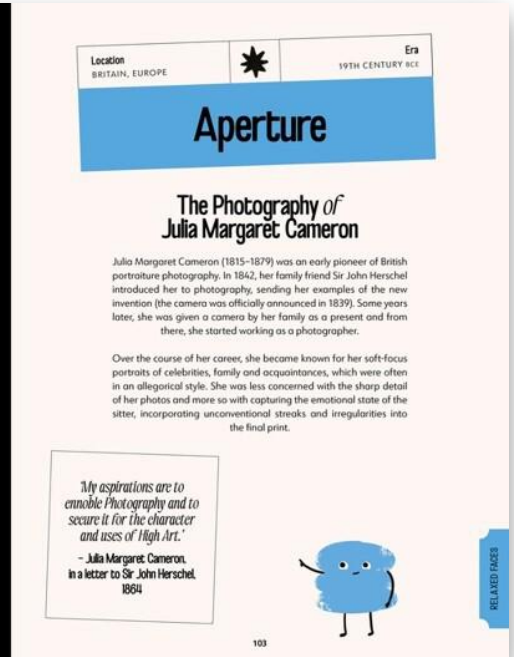
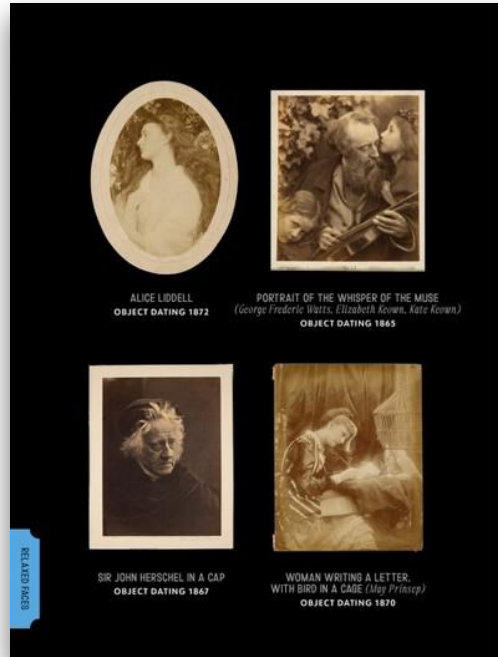


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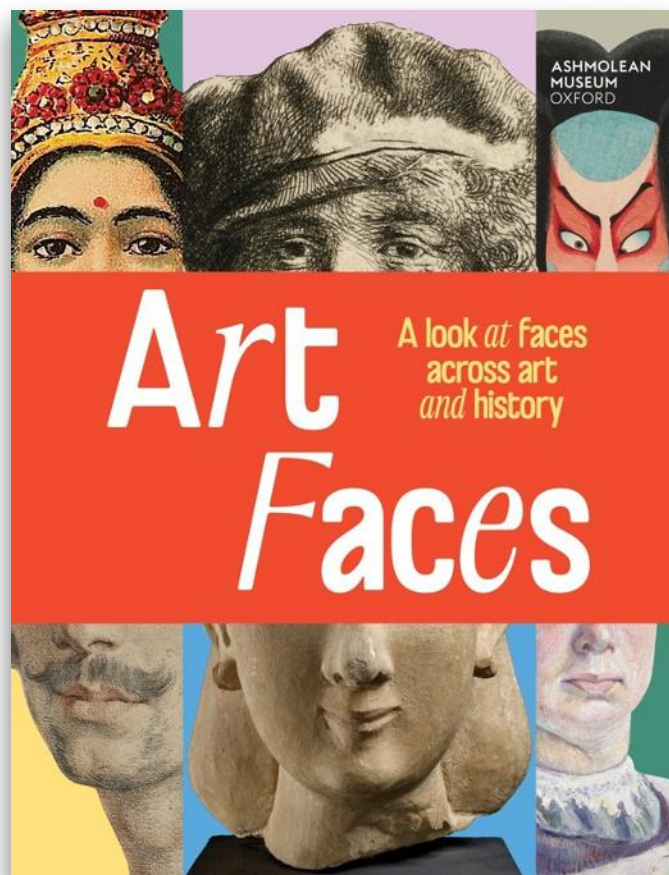
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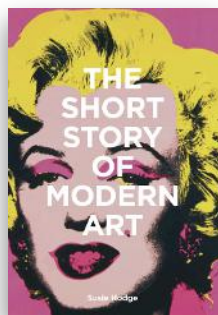


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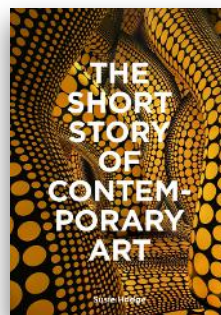


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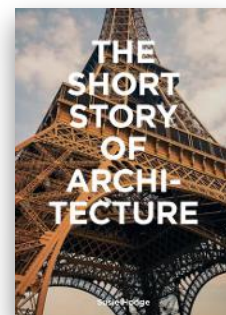


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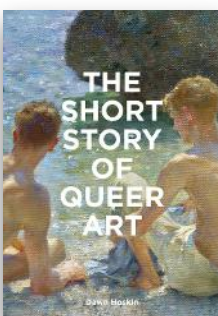


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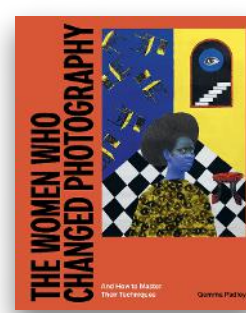


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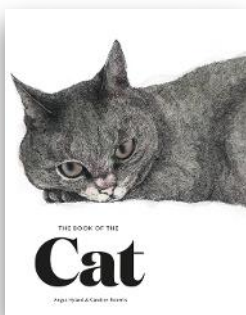


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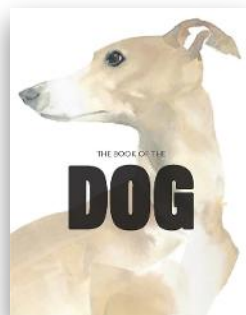


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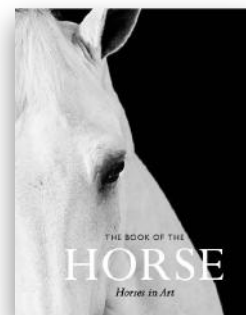


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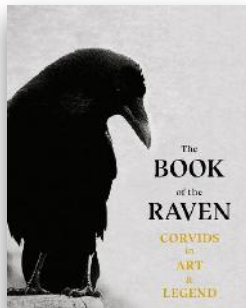


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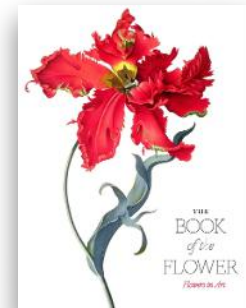


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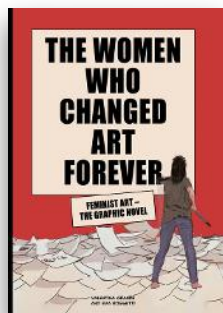


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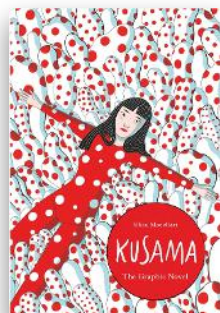


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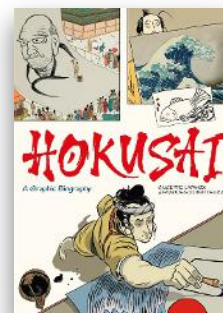


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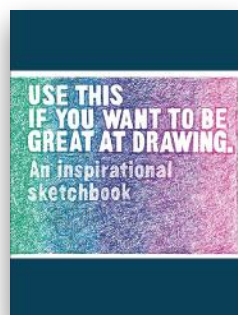
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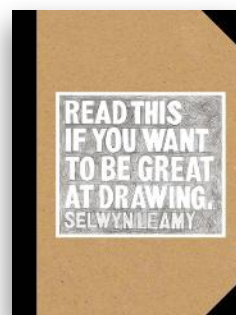
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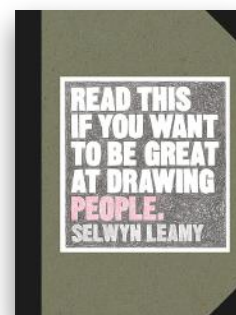
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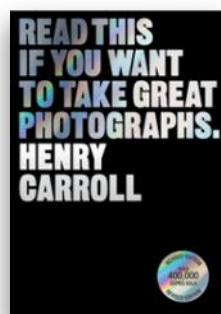
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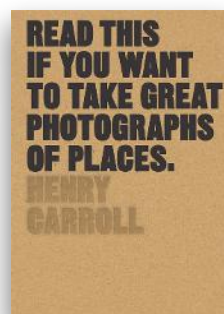
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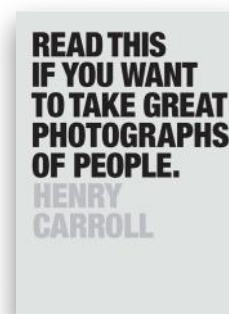
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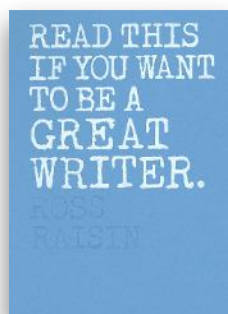
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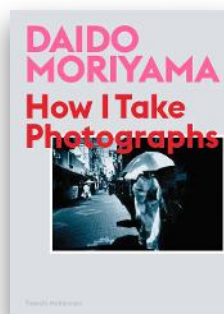
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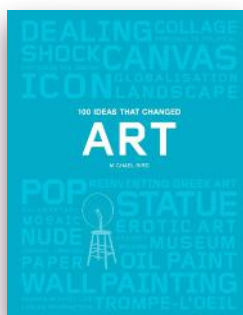
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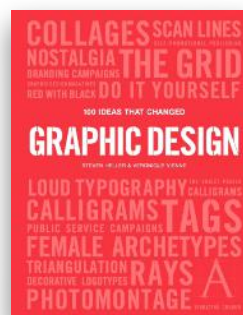
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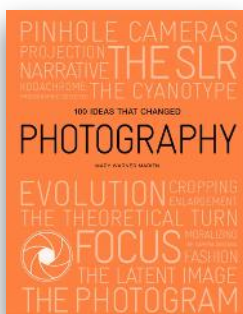
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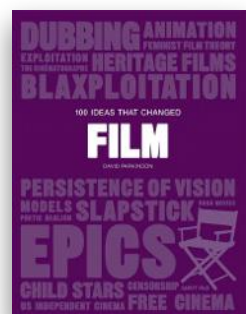
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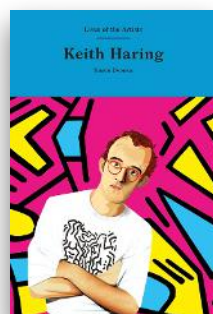
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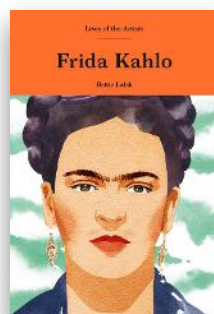
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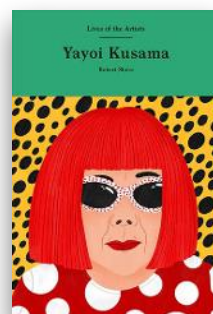
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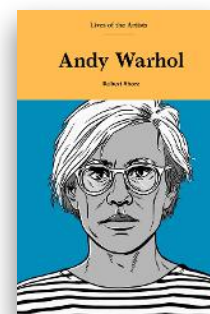
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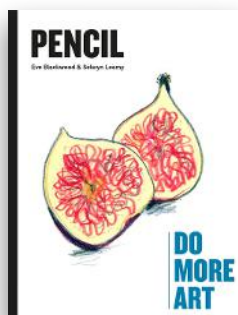
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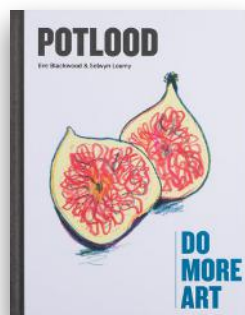


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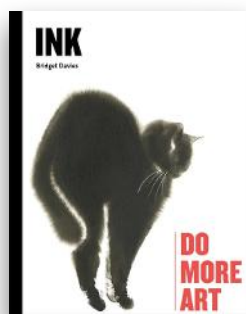


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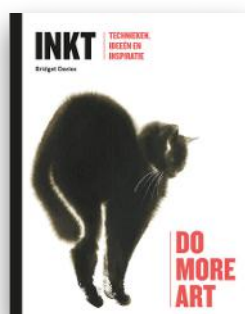


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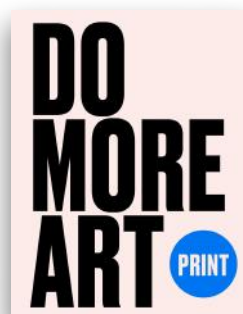


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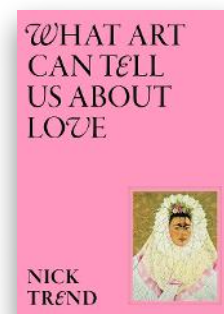


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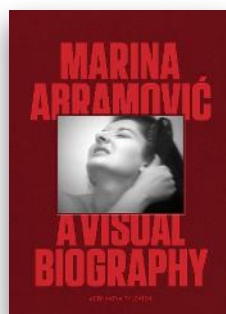


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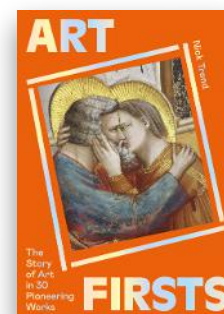


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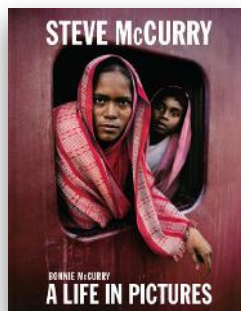
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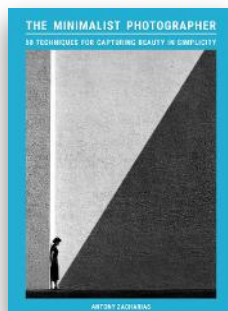
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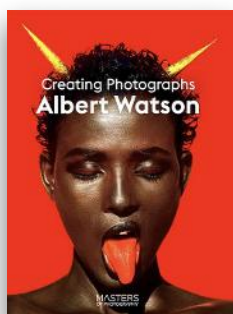
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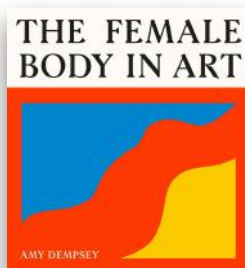
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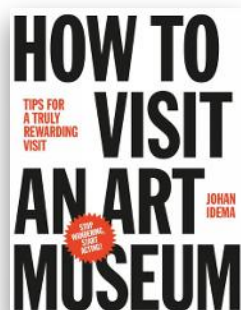
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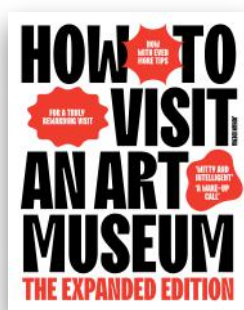
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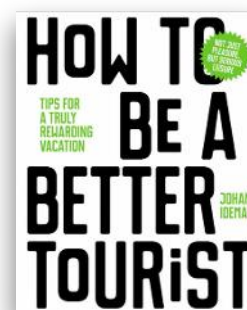
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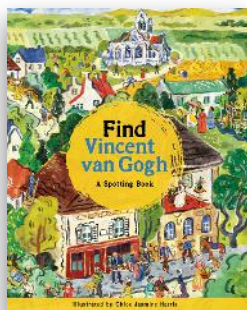
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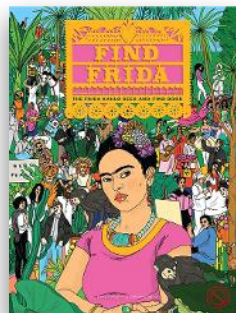


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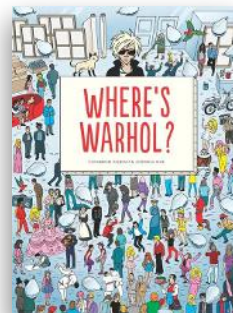
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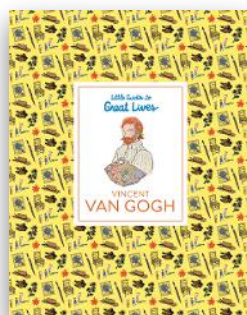
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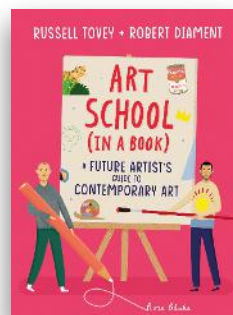
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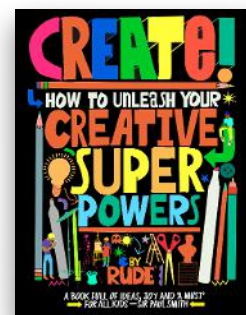
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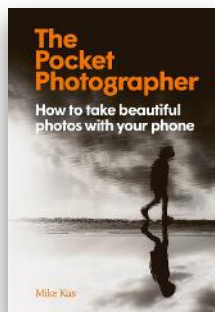
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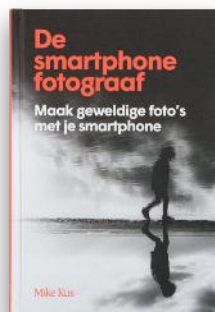
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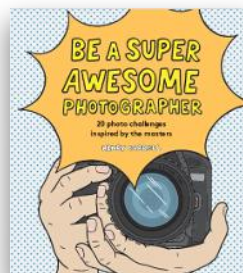
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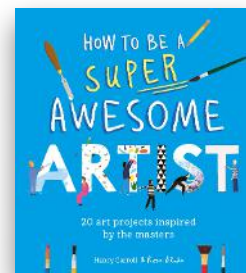
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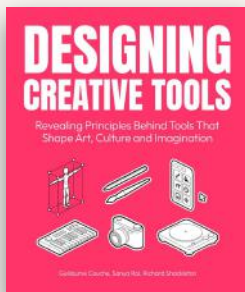


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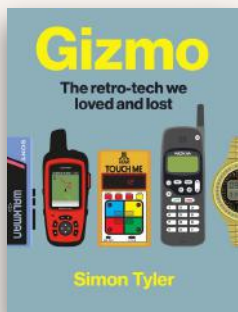


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Ice Portal (Alaska)

Prompt: I'd like to create an imaginary arctic landscape that integrates a surreal gigantic very bulky square frame of ice as a core defining element in the environment depicted. The ice frame should look like it was roughly carved by a titan, but it should also look like it emerged naturally from the landscape and was not placed there. The sides of the ice frame should be square in cross-section. While the ice frame should be standing upright, turn the frame slightly away from the viewer so it is seen from somewhat of an angle, not straight on. The distant landscape should be visible through the opening inside the giant square ice frame and the thick translucent sides of the ice frame should vaguely refract the landscape and sky beyond. Please imbue this high alpine arctic landscape with dramatic skies, low sun placement, long shadows, and arctic color tones, and an interesting arrangement of snow-covered mountains, trees, forests, boulders, rivers, and frozen waterfalls composed for maximum immersion, depth, and grandeur. Also, be sure to make the landscape photorealistic, not painterly; I want it to look like it was captured using computational photography HDR techniques, not created with paints and brushes. What I'm going for is an impossible scene that looks like it could exist in the real world.

Prompt: I'd like to create an imaginary landscape that utilizes an optical illusion, such as a Penrose Triangle, as the core defining configuration of the environment depicted; not as a building within a landscape, but as the landscape itself. Can you create a photorealistic image of a highly luminous, high chroma pastoral landscape that is somehow configured in part or whole as a Penrose Triangle? Please take inspiration from the Frederic Edwin Church painting "Heart of the Andes" but without being too derivative. I'm looking for that mix of alpine, plains, and tropical elements that captivated Church, but there is no need to be topographically accurate like Church might have been. Feel free to arrange the elements of the landscape for maximum immersion, depth, and grandeur. And push the lighting and chroma more towards that of the Pre-Raphaelite landscape painters like John Brett, without being too garish. Also, while taking visual cues from painters like Church and Brett, be sure to make the landscape photorealistic, not painterly; I want it to look like it was captured using computational photography HDR techniques, not created with paints and brushes. What I'm going for is an impossible scene that looks like it could exist in the real world.

Penrose Triangle (Ecuador)



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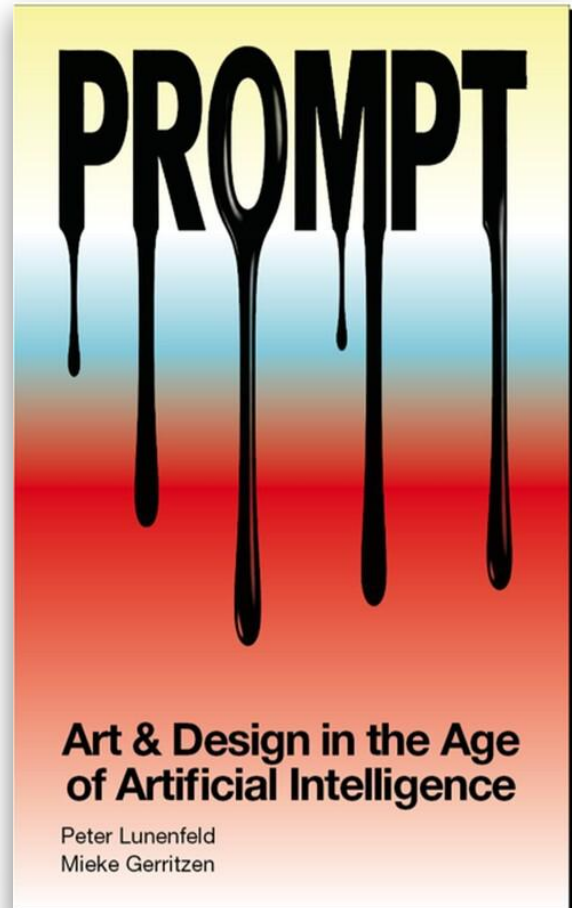
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PETER LUNENFELD & MIEKE GERRITZEN

Artificial intelligence is reshaping creative work at breathtaking speed, yet public debate often swings between hype and fear. Prompt offers a grounded alternative: a clear guide to understanding AI as a new medium for human creativity. Written for creative professionals, students, and cultural leaders, the book explores how AI is transforming art, design, architecture, media, and visual culture. rather than focusing on technical systems or economic disruption, it asks how these tools can be used creatively, critically, and responsibly. Through essays, interviews, case studies, and visual examples, Prompt provides inspiration and practical orientation: not a manifesto or manual, but a thoughtful toolkit for creative resilience in a rapidly changing world.



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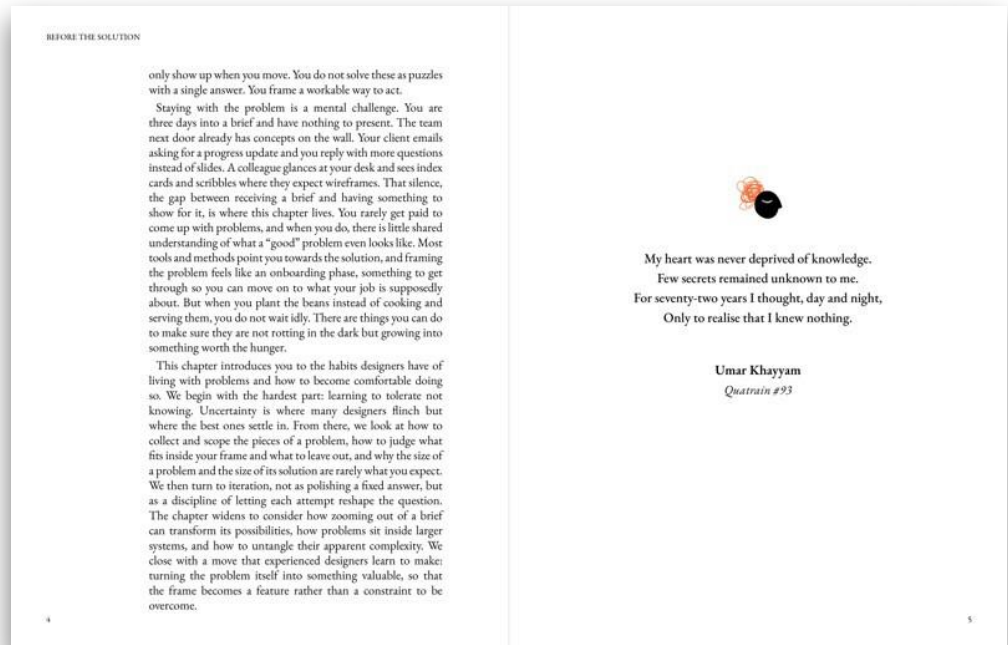
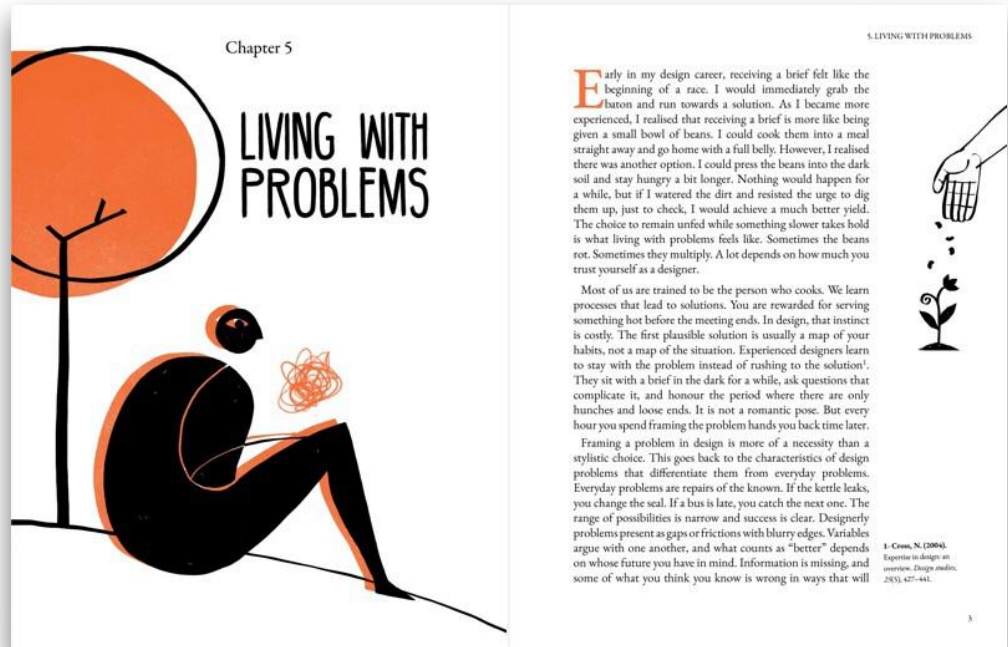
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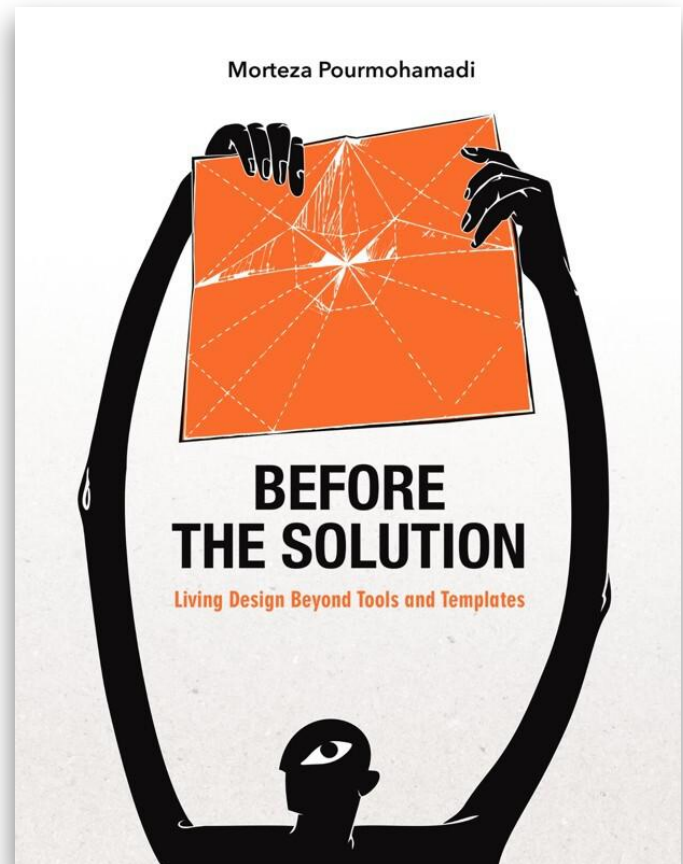
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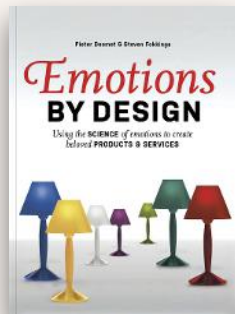
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MORTEZA POURMOHAMADI

Design is a deeply human capability, and it is increasingly practised through tools, templates, and AI that can generate polished solutions at speed and scale. The risk is a profession whose outputs look right yet lack depth, character, and humanity. If you have ever felt your process is correct but your outcomes are interchangeable, the gap is rarely in the tools. It is in what comes before them. ***Before the Solution*** helps you build the practice between projects. It focuses on the part of practice you can train without a brief in front of you: how you sit with a problem before reaching for a template, how you let a prototype change the question rather than just refine the answer, how you decide what to ignore, and how you stay in charge of the work when AI is in the room.



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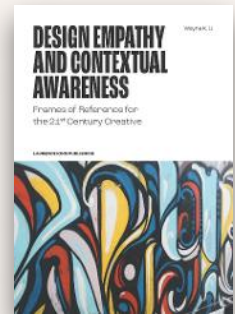
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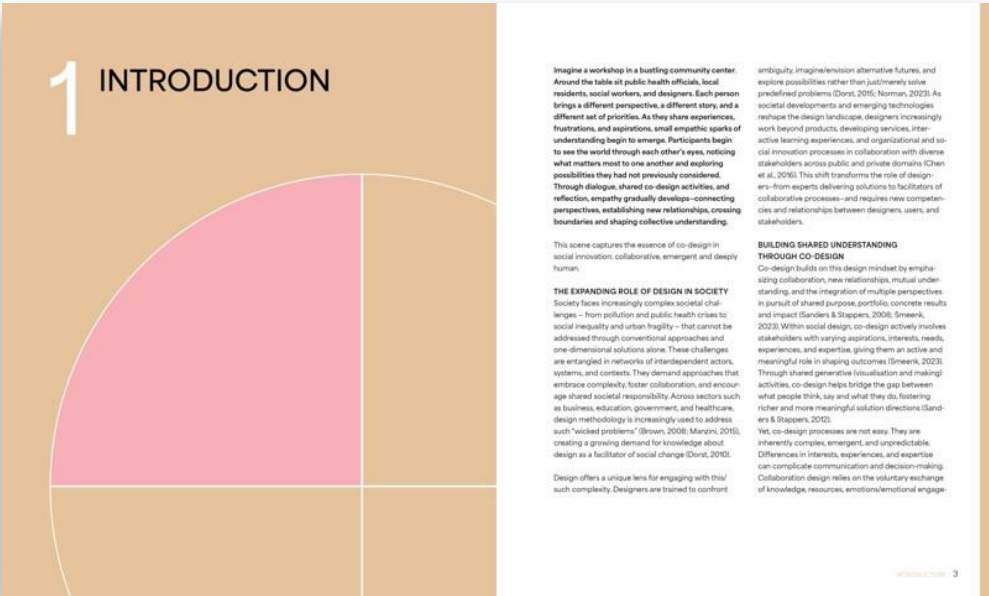
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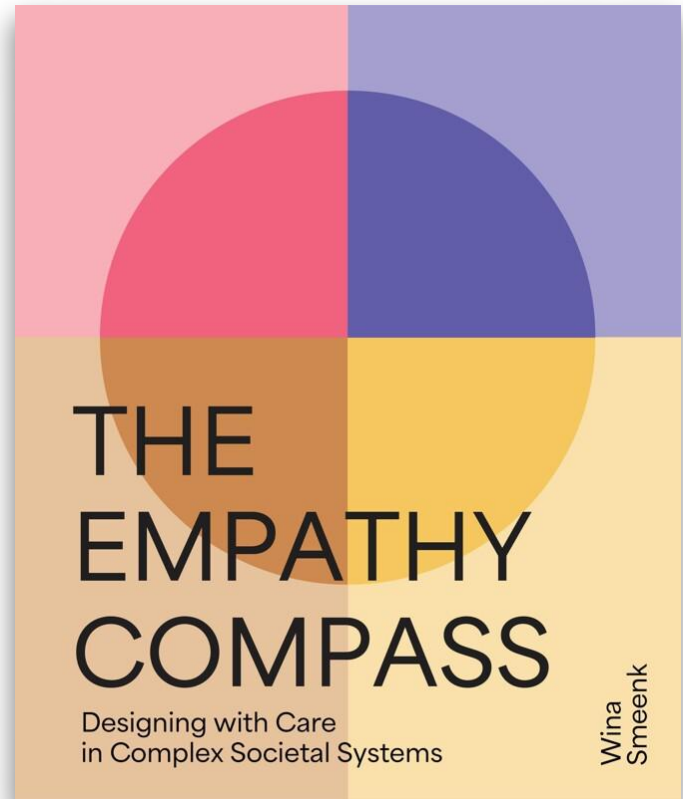
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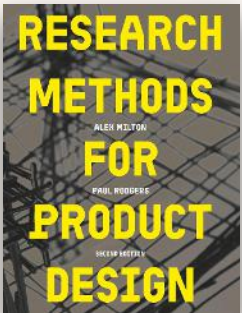
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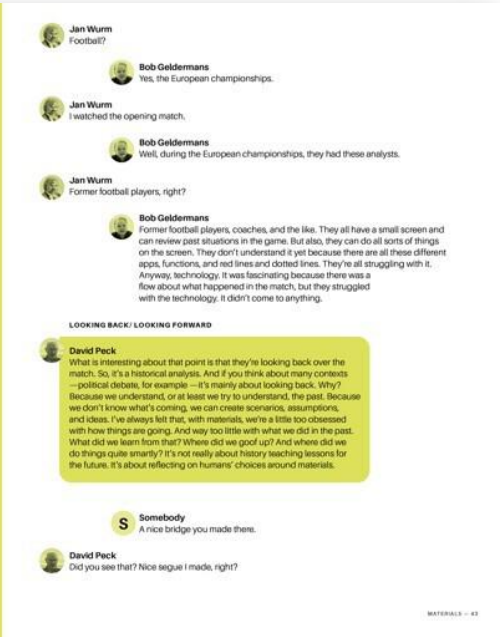
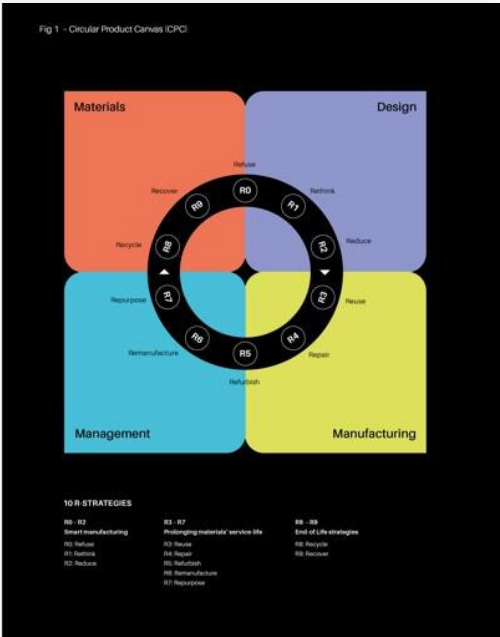
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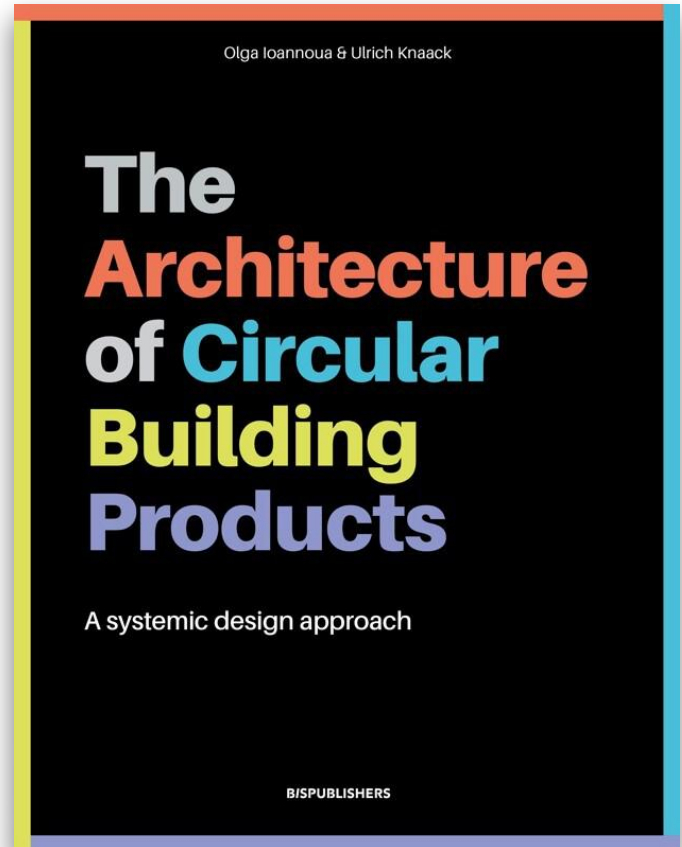
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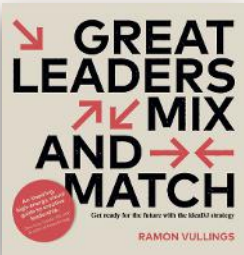
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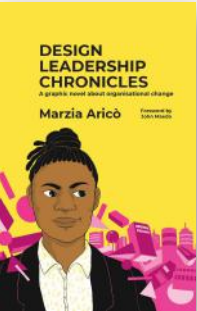
The transition to a circular built environment shifts focus from buildings as single objects to the components from which they are made. This requires architects, engineers, manufacturers, policymakers and other stakeholders to rethink how materials are sourced, products are designed and buildings are managed throughout their life cycle. This book offers a practical methodology for advancing circularity in the built environment through the domains of materials, design, manufacturing and management. Edited by Olga Ioannou and Ulrich Knaack, close collaborators of the late Professor Tillmann Klein, it combines research, industry expertise and real world applications to provide valuable insights into circular building products and processes.





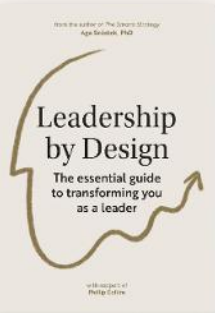
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	Agon Competition	Alea Chance	Mimicry Roleplay	Stratagem Thinking	Construction	...
Paidia Eruption of energy unleashed, unprepared	"Racing" Football in the streets by yourself Matches	Counting games Head - Coin Games	Make-believe fun Dress up	Spinning around Clinging head banging Roller coaster	Sorting Building Building miniature worlds	...
Rules, primary connections Ludus	Sports	Lotteries, Betting matches, Sex and war	Theatre	Skatston Football Rampage Base jumping	Fabricate Designing Control/Building	...

Fig.11 Roger Callois typology of play added with the category 'construction'.

4.9 Ways of playing, ways of working, ways of creating, ways of doing

Looking at ways of playing in this light, we believe that ways of working, creating, leading, and generally doing things also have similarities with these categories. Consider this: are you highly competitive in daily life (Agon)? Or do you like to pretend (Mimicry)? Do you prefer chance (Alea), or are you much more physically present in the things you do and often seek adventure and excitement (linx)? Or is it a combination of different categories? A little chance, a lot of challenge, but above all, no competition! Can you now, using Roger Callois' knowledge of playing styles, create a fingerprint of your own playing style/way of doing? Or maybe add another category you miss in playing? Look at your hedgehogrule and try to place it in one or more categories.

5 PLAYING HUMAN BEING

5.1 Character design through Character dices

We've all done it at some point: creating a personal profile describing who you are in four to seven lines, what you're good at, and what you're looking for. LinkedIn is full of these kinds of profiles. But, do you really fit this description, this profile?

To discover who you truly are and create a solid profile, it's interesting to look at character design. The following game 'Character Dices', is a game in which you can build a superhero character and a sidekick using a number of dice rolls. It shows that you can include much more in a profile than just your name, strengths, weaknesses, skills, and work experience. Through which you can demonstrate not only your polyphony, but also your diversity. Because "we are multitudes".

First you make a hero. By rolling the die three times each category, you'll get a set of data on which you can create and draw a hero. Don't forget to name your hero and pitch it. Then trade your hero with another hero, and draw a sidekick for this hero, created based on all the strengths the hero lacks. Yin Yang style. So the hero's shortcomings become the sidekick's strengths, and all the hero's strengths become the sidekick's shortcomings.

Play this game with a minimum of 2 players. The more players, the more fun!

Fig.13 Player Passport

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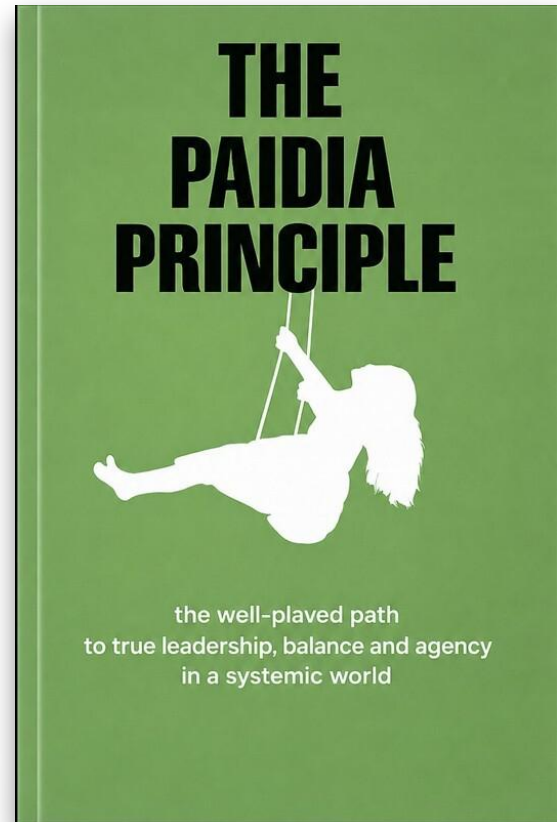
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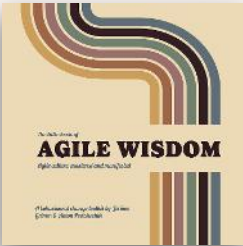
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EVA DEN HEIJER & IMARA FELKERS

The Paidia Principle presents play as a powerful way of working, thinking, and leading. In a world focused on control and certainty, this book offers an alternative: a well-played path toward agency, balance, and confident decision making. Through play, readers learn how to work with what drives them, challenges them, and sets them apart, and turn this into a source of direction and strength. Rather than avoiding uncertainty, the book shows how to engage with it, opening up space for new choices and ways of acting. Written for anyone facing pressure at work or in life from leaders, entrepreneurs, designers, creative professionals to athletes, parents, and beyond, this book provides a grounded and practical approach to navigating complexity and taking ownership in an ever changing world.



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**villaging,
building character**

To understand the concept of villaging and why it plays a central role in shaping socially conscious designers, we speak with Pritesh, a core team member of The Design Village who developed it in practice.

Pritesh, can you tell us about villaging as part of a design curriculum? What does that impact?

Well, villaging has nothing to do with the idea of design, but it has everything to do with the idea of design. We don't teach design in villaging, but we teach how to become a person rather than how to become a designer.

That is, to some extent, more important because one needs to ground themselves. One needs to be mindful of the many changes happening in contemporary society. So, when we talk about villaging, we talk about conscious development, the collectiveness beyond individuality. We are interconnected through patterns that are more objective in nature. To be able to see this relation between individuality and collectiveness, one needs to gauge systems in the current world and find their own position in relation to it.

In that sense a village or villaging does not happen in a single fixed place. Villaging happens on campus, in the mountains of Himalach, on the seaside or wherever we end up.

Initially villaging was conceived as 15 activities but along the way we came up with a framework that holds the idea. Alongside the values we use four pillars through which we look at systems and ourselves. These pillars are culture, society, nature and the self.

Let me explain them, because by culture, I don't mean religion; the two often get mixed up, especially in India. Culture is language, customs, beliefs, the visuals and sounds around us, the materiality we live with and how that translates into arts, literature, music. Culture exists in relation to society, which is more about power and the spoken and unspoken rules we build. Society covers the ways we organise ourselves and the tangible

[villaging centre of villaging building character]

Framework illustrating the four pillars of villaging: culture, society, nature and the self.

courage **preservance** **culture** **self** **villager** **society** **compassion** **awareness** **nature**

and intangible structures that shape behaviour in a group, area or country. Then, nature isn't just about forests or crops. It is the nature of things as they are and the ecologies that exist. It's about perspective. Am I designing for a human? For a thread? For an art? Am I designing for myself? Or for coexistence itself? And what is my position? The pillar self brings in a person's own nature and qualities.

In our teaching in villaging, these pillars can sit inside us or outside us. Sometimes they are viewed from our own internal perspective and experience. Sometimes they are externalities we use to understand things. The values courage, compassion, preservance, and awareness influence these lenses. It moves back and forth, zoom in, zoom out. Compassion shapes culture, culture shapes compassion.

So in these collectives, the micro and macro, certain questions arise that we address in villaging courses: how to think about collectives? How to coexist without differences? How to spread the ideologies that you have, in the world as well? How to pass on the way you are thinking to another?

At the same time I am convinced that all designers naturally have this sense of responsibility toward many things. They carry a weight on their shoulders and sense that they should be mindful of others. Imagines of whether it is support to themselves or gets them to earn money. They will help others, let another company succeed, because they somehow feel responsible for solving problems in the world.

Do you really feel all designers share that sense of responsibility and action?

Yes every designer has that. Every designer in the world. But I don't think designers use it to their advantage. I think the world uses them for their advantage. It's sad that there is this love-hate relationship with design and its responsibility. We are in this ideological state, but at the same time working in a capitalist system.

There is nothing wrong with working in a capitalist system because that is the current economic reality in many countries. You have to work with it. In this context, much of design is up fed to marketing, advertising and profit. The capitalist question is how do I think in terms of profit? As a designer, how will I tell the story of a product to make a profit? Most designers think in those terms. Only a small number actively aim to change society through design.

At the same time designers feel a burden to be responsible to society, not to charge too much, to care for the environment, the people around them, and culture. They feel like they must take care of everything, but who else is with them?

The systems in place, this capitalist ideology in place are socialist systems, the intangible laws of society, the governmental structures. Right now, I feel like designers are not getting enough opportunities to enter policymaking circles where they could influence these issues, make laws, and change perspectives.

You said villaging helps students recognize collectiveness, these larger systems, and their place in them. How does that awareness begin for learners?

Now we can dive a bit more into the actual activities we do with learners. The Design Village instructor specialises through this unlearning we question anything and everything. Whether it is religion, cultures or the contexts you come from, like home, school, a group or small society. We question what we think we know and our perspectives.

Villaging also implies community, and you mentioned collectiveness. What does that mean in this context?

See, the words villaging or villager or village bind us together. But I also see it as a living, larger organism, slowly moving, growing steadily. This collectiveness first happens in the micro context of The Design Village. When learners on the way become part of this organism, which leads to a certain degree of togetherness and responsibility toward one another.

Often people accept this connection without question. When you enter an institution, group or culture you start to know the people and slowly identify with it. You may carry that identity throughout your life, even in small recognitions like "hey, you're from The Design Village". This familiarity creates instant connections driven by shared experiences. As you engage with others you seek the pathways you have traversed in their journeys and identify familiar patterns that create this sense of collectiveness. This depth of collective understanding may not always be articulated, but it is inherently felt.

That is collectiveness at the micro level. Then, there is a certain outcome that The Design Village instructor specialises through the process, the student will become a systems thinker. They will start thinking in terms of the larger whole from a systemic point of view, which is broader collectiveness. Recognising togetherness, dependability and interrelatedness in this collectiveness is important.

[villaging centre of villaging building character]

Collective work using materials during the course Design Machine.

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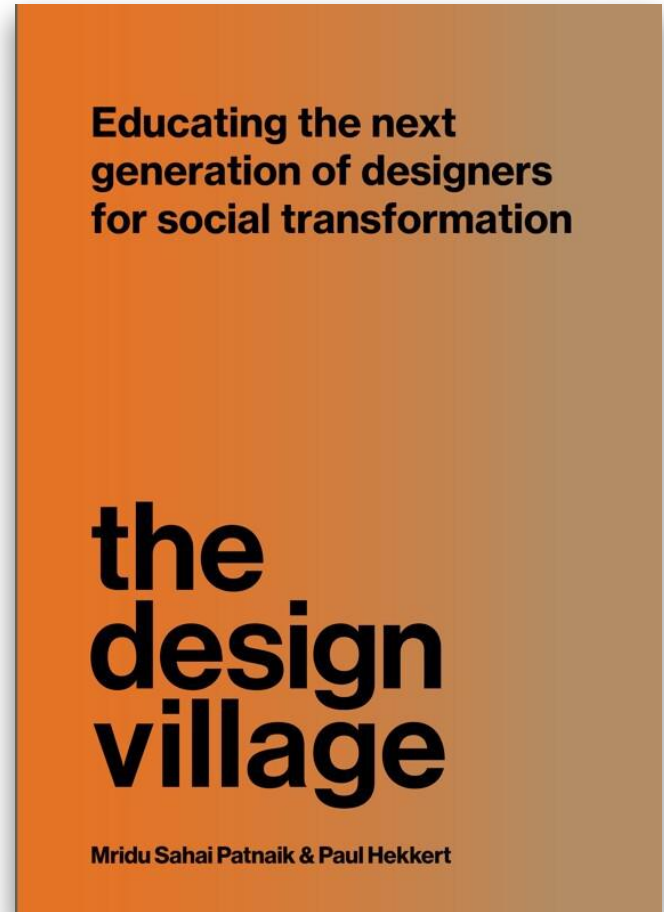
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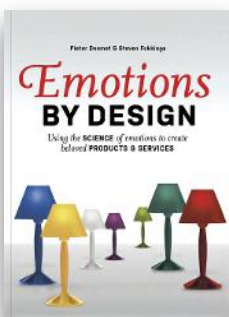
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MRIDU SAHAI PATNAIK & PAUL HEKKERT

As the world keeps changing, designers must learn to anticipate, intervene and guide systems towards a more just and sustainable future. This requires rethinking not only the skills designers need but the foundations of design education itself. In ***The Design Village***, co-founders Mridu Sahai and Paul Hekkert share insights from a decade of building a pioneering design school in India. Rather than simply adding courses about impact, they propose a new educational framework centered on values that matter today. Through interviews, essays and practical examples, the book shows how to instill values in students like compassion and courage, cultivate critical thinking and self-direction and collaborate with diverse stakeholders. It offers fresh perspectives for educators, students and anyone interested in the future of design education.





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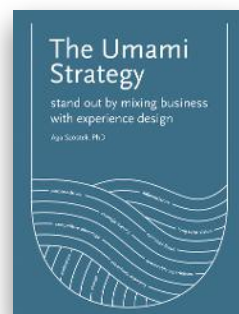
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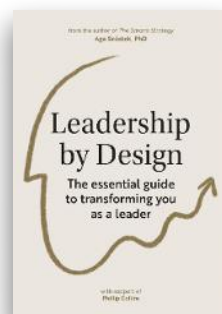
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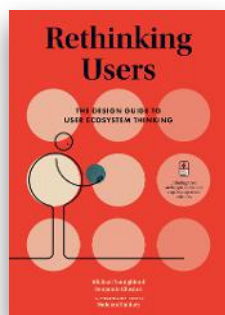
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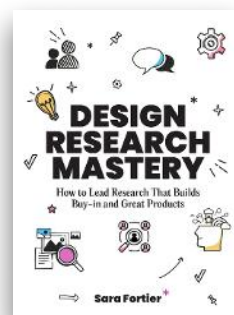
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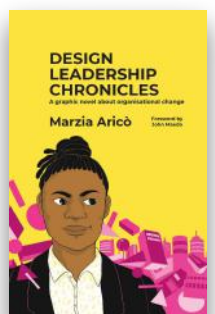
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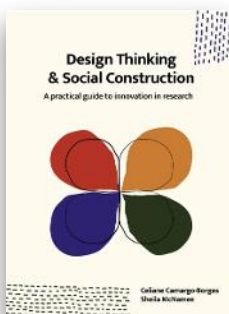
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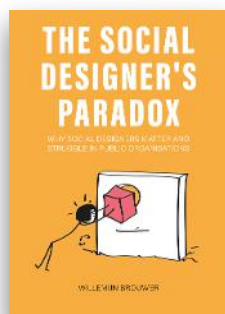
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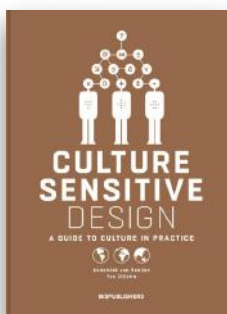
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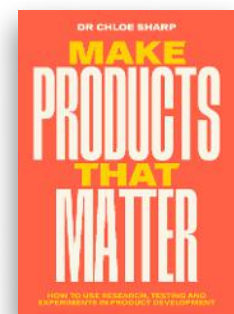
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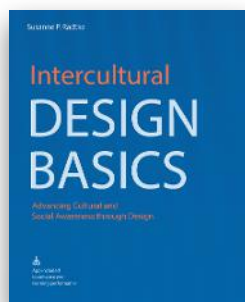
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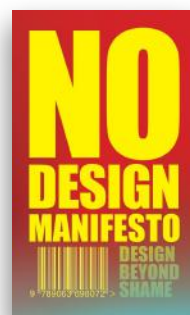
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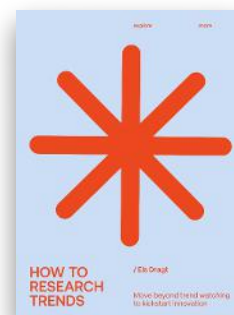
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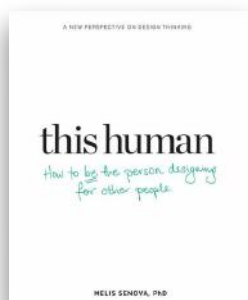
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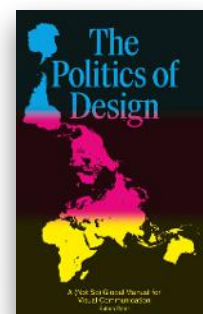
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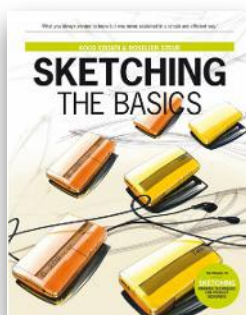


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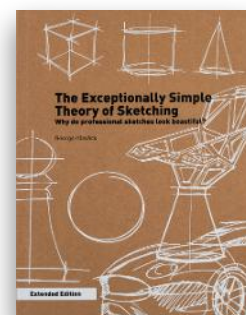
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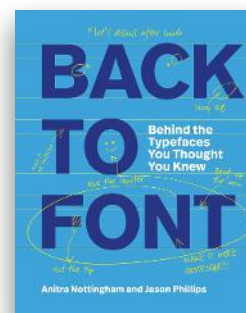
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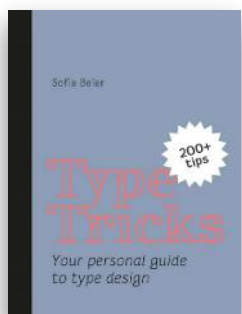
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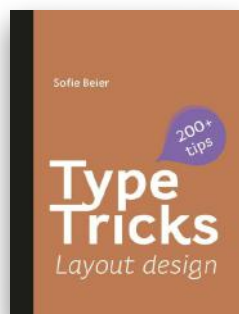
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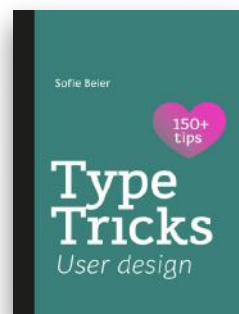
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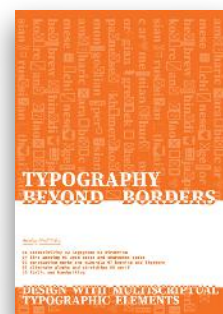
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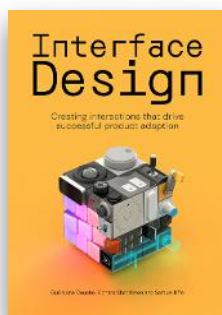
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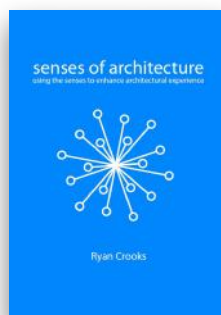


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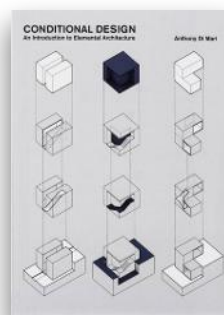
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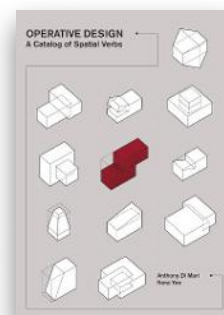
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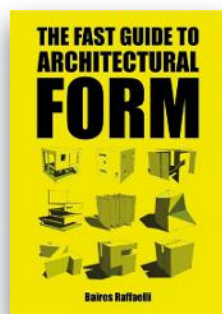
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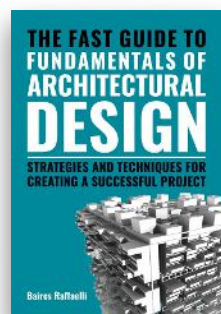
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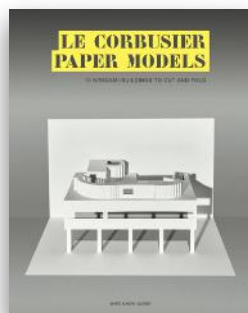
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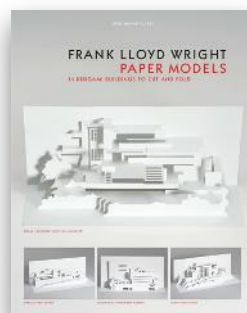
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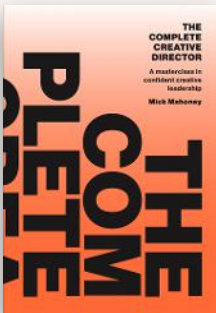


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‘When the culture is right, everything else follows.’

Tony Hsieh

Founder, Zappos

Chapter 1

Trust as a Business Model

Why We Put Nmbrs' Success in the Hands of Our People

Christmas Eve

Thursday, 1 December 2022, Utrecht. I'm sitting in a meeting room, waiting and trying to gather my thoughts while my story is still fresh in my mind. In a few hours, I'll be sitting with a couple of our popular Nmbrs Christmas stockings, reflecting on last year's conversation about how much my job costs the company.

Since then, I've stepped down as Chief People Officer (CPO) at Nmbrs after spending a few years away from my American adventure with my family. Appointed by Michiel Chevalier to return to the company after the COVID lockdowns to lead the change in the flow of this now well-established company. People no longer needed more flexibility working from home; they were simply less interested in working at Nmbrs if they couldn't shape how, where and when they worked.

We brainstormed about how we could work less, so we could focus more on what really matters and bring more value to our customers

15

Trust as a Business Model

Chapter 1

The Seven Growth Stages of Nmbrs

From HR Software Provider to Tech Company with a Radical Organizational Model.

1. The Pioneering Phase (2003–2008)

Michiel Chevalier started Nmbrs in 2003 with *Personnel & Zo*, a traditional payroll services provider and HR administrator, but with a refreshingly new approach.

Growing pain: the traditional way of working is not scalable. As internet and the needs of our customers changed, our administration grew increasingly complex with the rise of digital transformation. Michiel wanted to innovate.

Course correction: Michiel decided to prepare for digitalization early on and, in 2008, together with Portuguese entrepreneur Luis Abreu, founded a new HR- and payroll system in the cloud. In 2008, the first students were hired to build the complex data conversion. This intranet transition eventually replaced Nmbrs' own HR and payroll package in the cloud.

2. The Management Crisis and the Start of 'No Managers' (2008–2013)

From 2008, Nmbrs transitioned from service provider to software company. The software system Nmbrs built gained the trust of other payroll service providers, accountants, and started gaining momentum. Nmbrs grew to around 25 employees.

Growing pain: the organisation struggled with a traditional management approach. Middle managers felt responsible for making all decisions, which led to frustration, conflicts, and employees feeling unbalanced and not being in control of their work.

Course correction: the 'No Managers' and Luis-inspired approach was introduced, in which all management positions were eliminated. Inspired by Ricardo Semler and the Spotify model (see next chapter), a new organisational setup was built: organisation managers were replaced by circles. Decision-making authority (Product Ownership) and direction (Scrum Master) were distributed among teams.

3. Internationalisation and Building Culture (2013–2016)

In 2013, Nmbrs opened an office in Lisbon, the hometown of Luis, one of the founders of Nmbrs. In 2014, Marieke Peppers joined in Amsterdam as CHRO.

Growing pain: in Portugal, we encountered a hierarchical culture, very different from the Dutch way of working. Portuguese developers had to get used to taking and asking for responsibility or questioning decisions.

Course correction: the introduction of 360-degree feedback and a strong social structure to support autonomy. Nmbrs became a SaaS company (Software as a Service) and built an administration software platform. In 2016, a second office opened in Landskrona, Sweden. This step was part of our ambition to internationalise our services.

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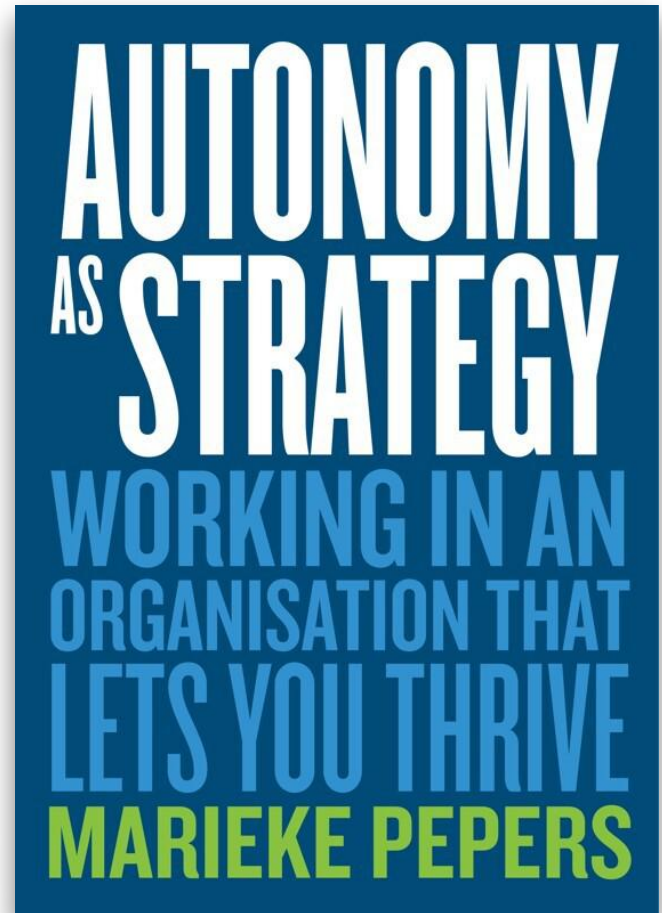
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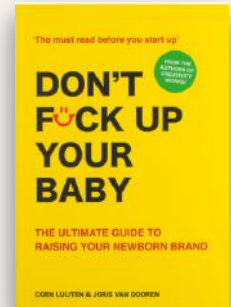
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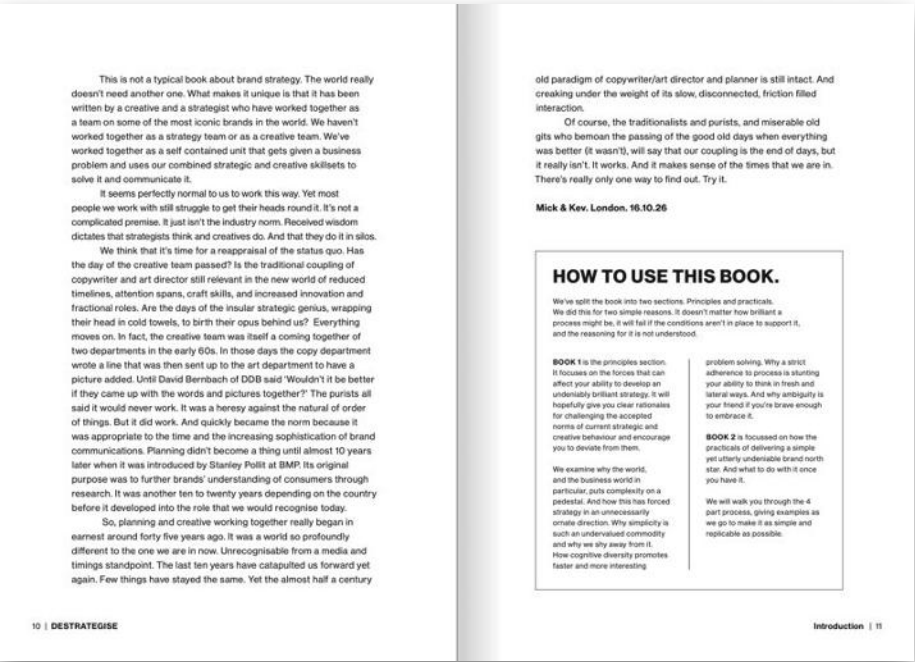
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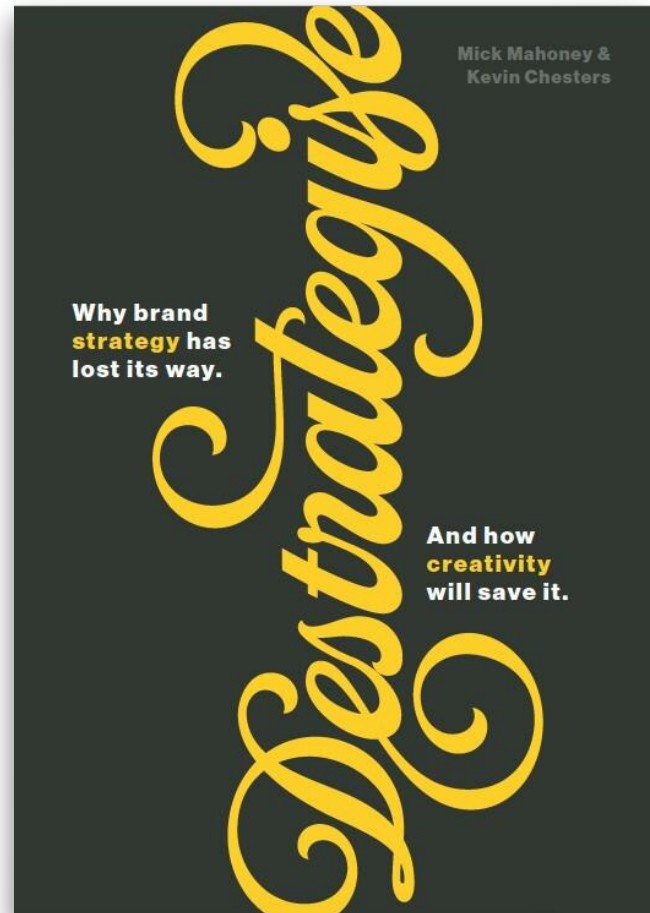
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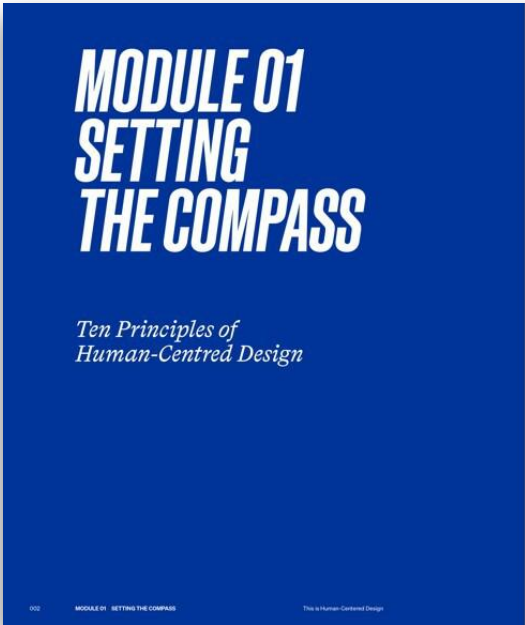
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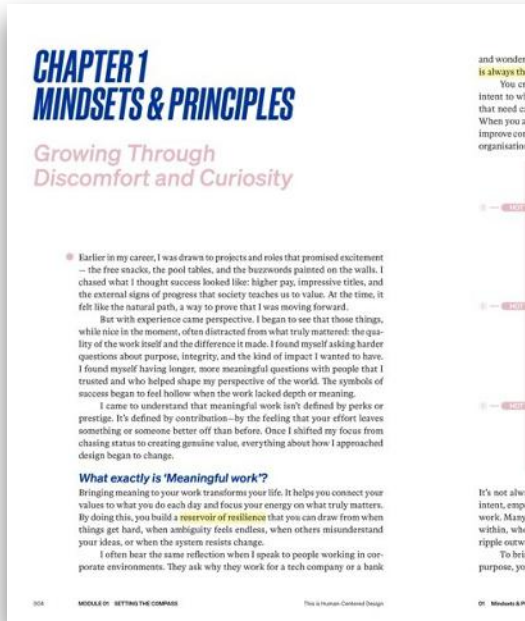


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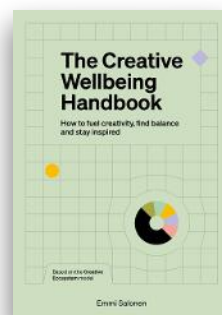




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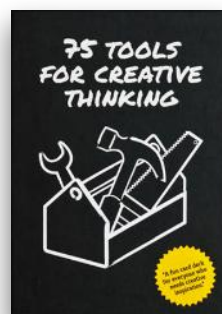
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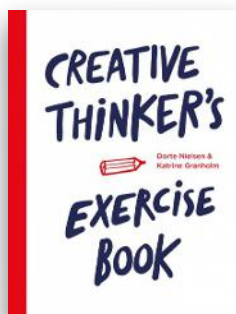
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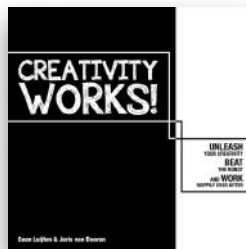
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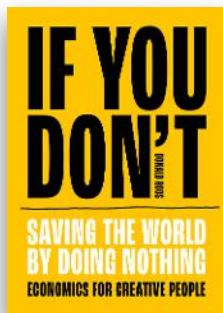
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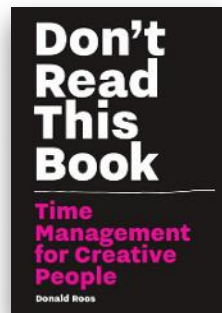
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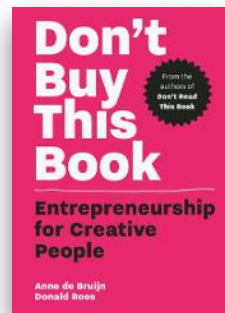
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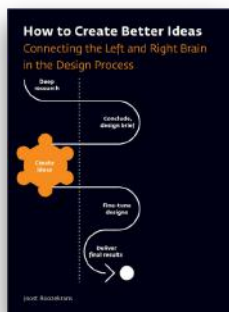
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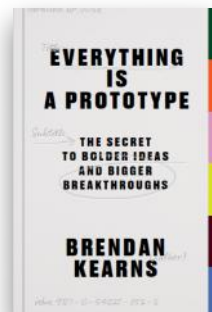
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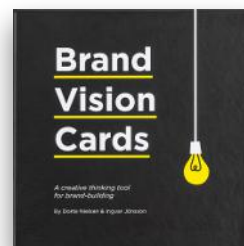
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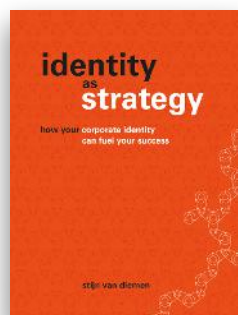
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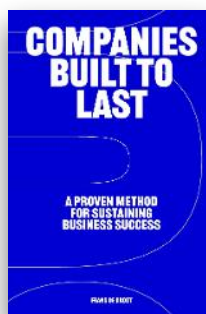
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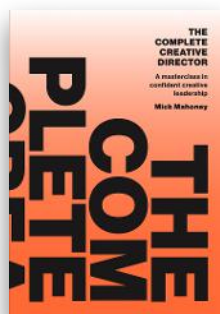
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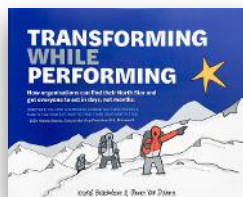
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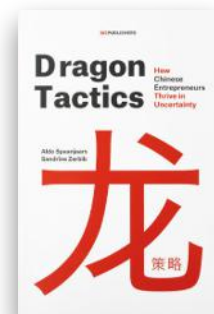
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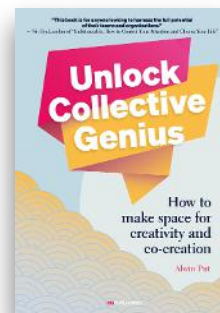
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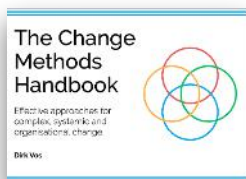
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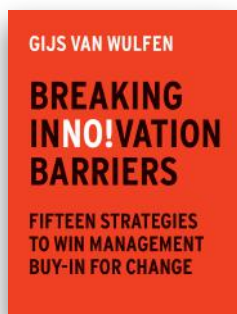
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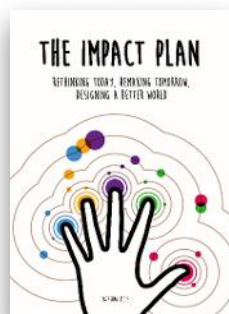
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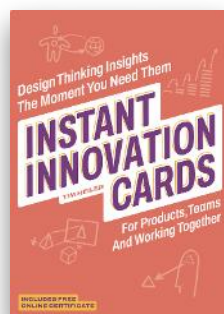
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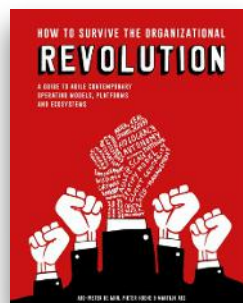
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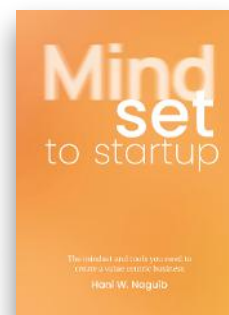
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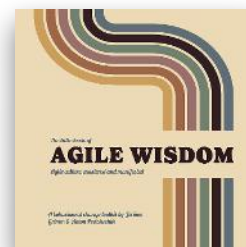
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