

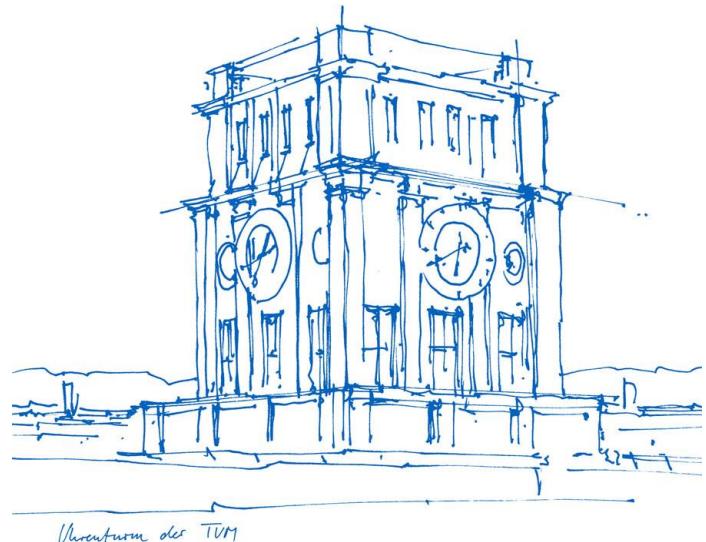
# Solution Space Engineering

## A Framework for Quantitative Systems Design

**Markus Zimmermann**

22nd DSM Conference, Cambridge

October 13, 2020



# Markus Zimmermann

## Academic Training

- TU Berlin, Mechanical Engineering 
- University of Michigan, Mechanical Engineering 
- Ecole Polytechnique 
- MIT, PhD 

## BMW

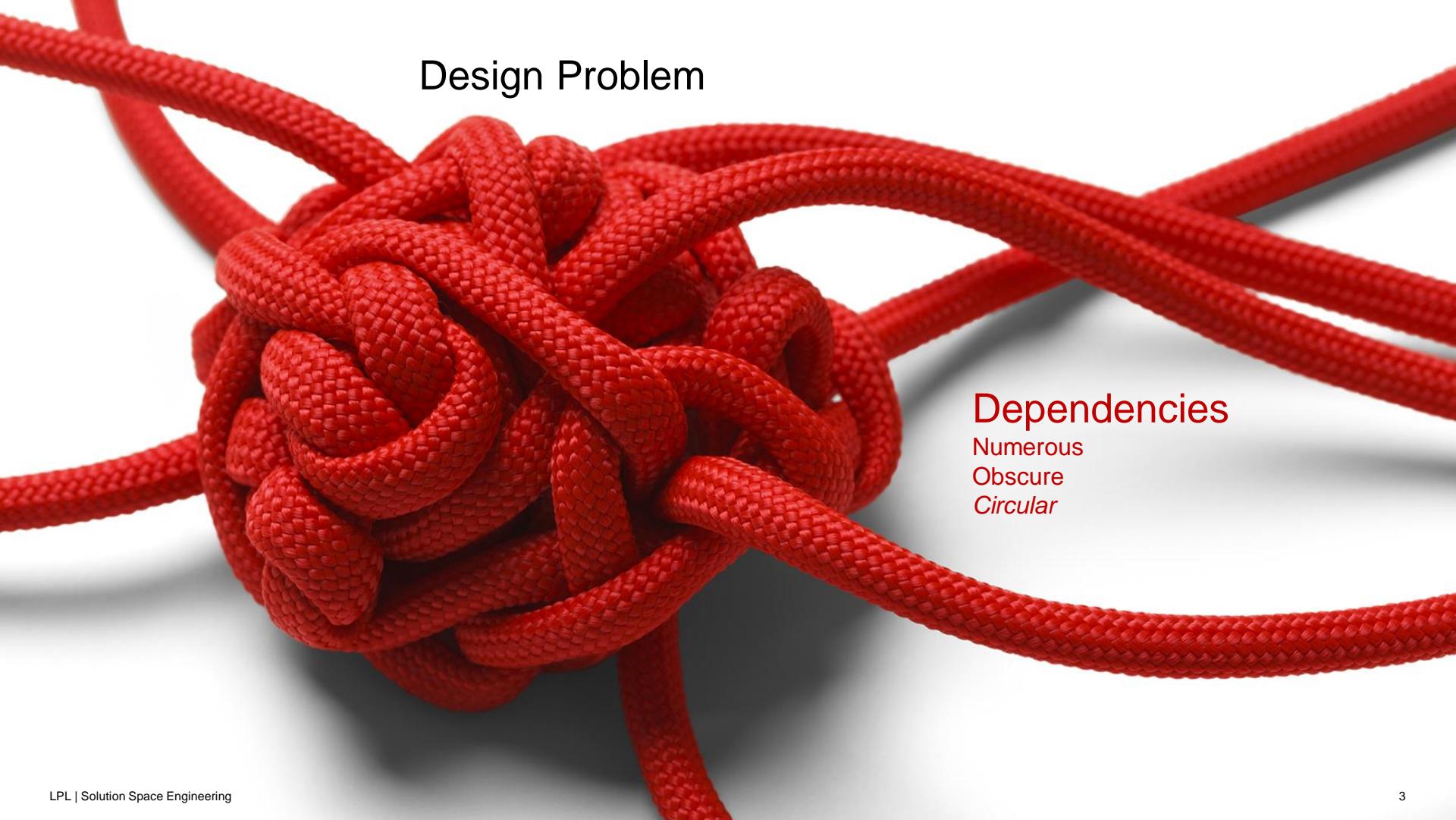
- Body design
- Crash design
- Vehicle dynamics
- Interdisciplinary projects



## Technical University of Munich

- Since November 13<sup>th</sup> 2017



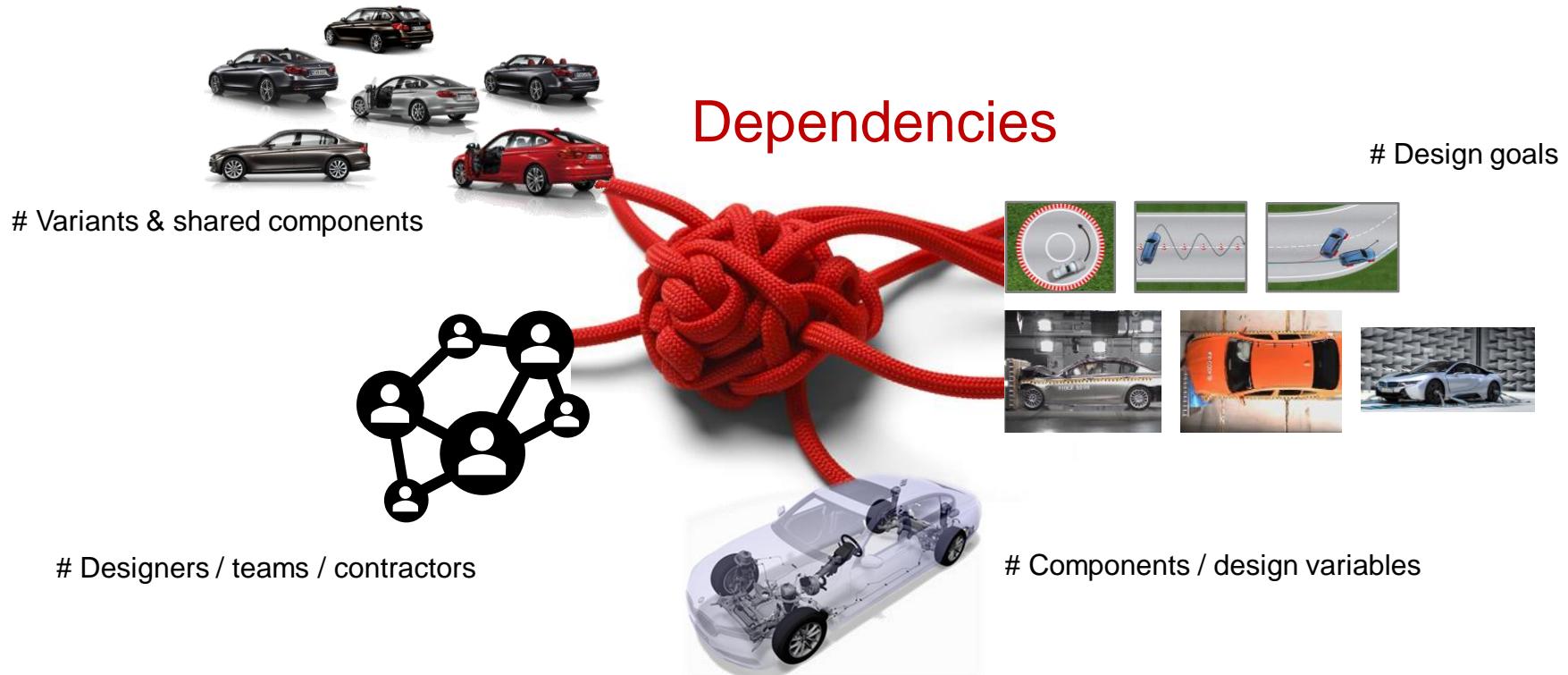


# Design Problem

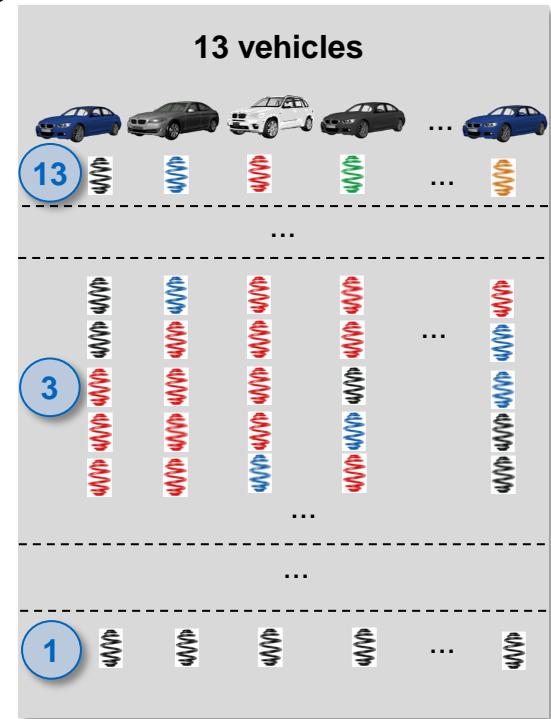
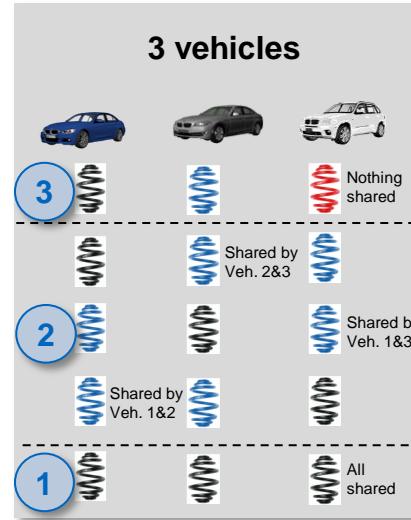
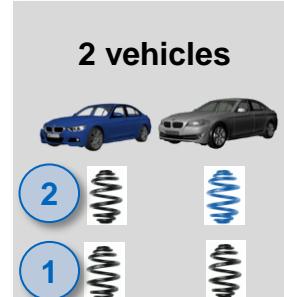
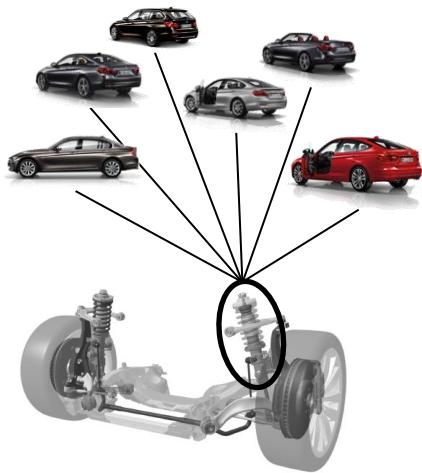
## Dependencies

Numerous  
Obscure  
*Circular*

# Some Complexity Drivers in Systems Design



# Example: Variants and Shared Components

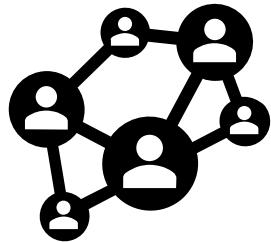


#

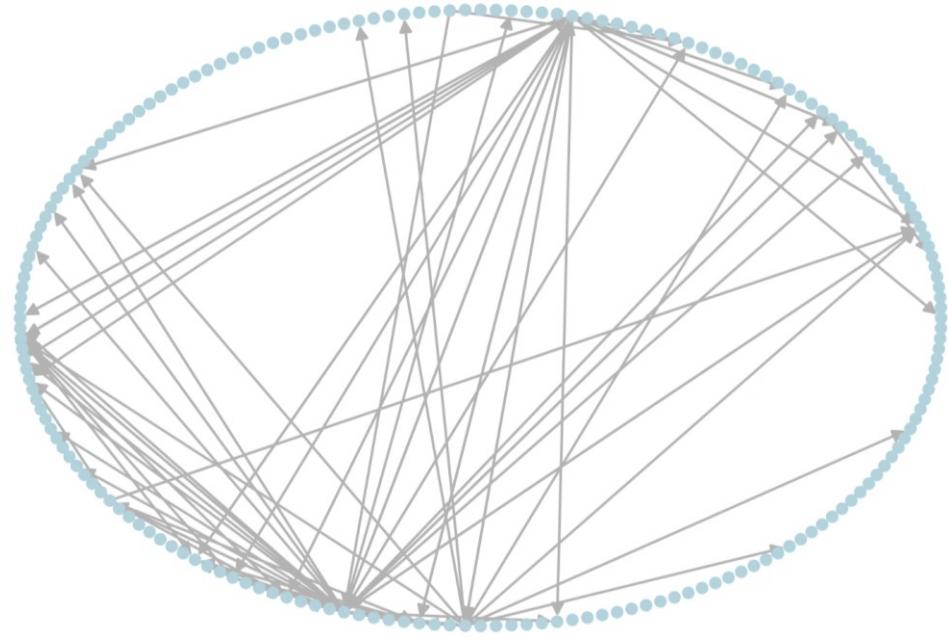
Number of different types of parts

- Configurations for 1 part in  $n$  vehicles:  $B_{n+1} = \sum_{i=0}^n \binom{n}{i} B_i$

# Example: Communication



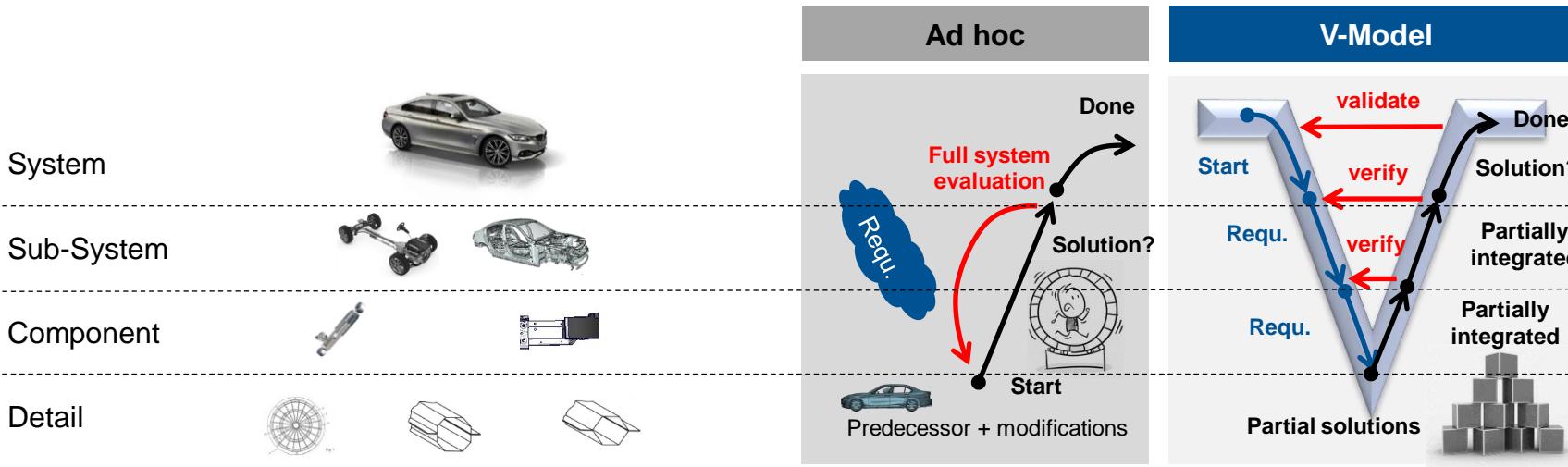
- Development of a Scandinavian biogas powerplant
- 111 stakeholders
- Shown here is monthly email exchange over 5 years



Source: Engineering Systems Division  
Technical University of Denmark

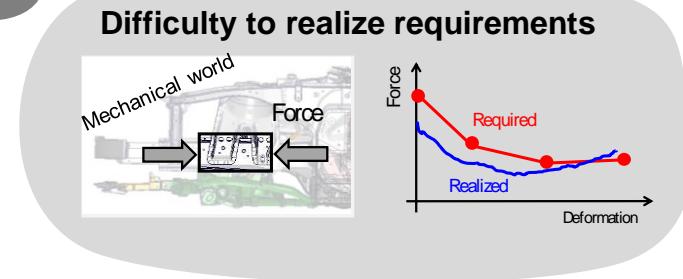
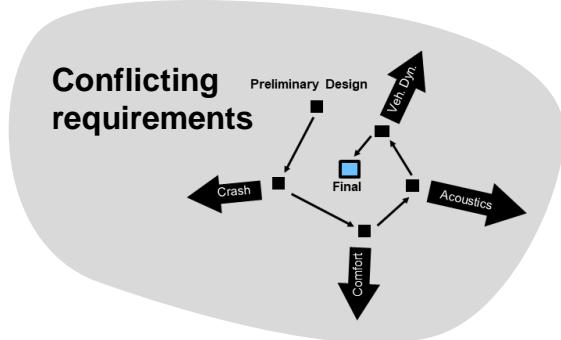
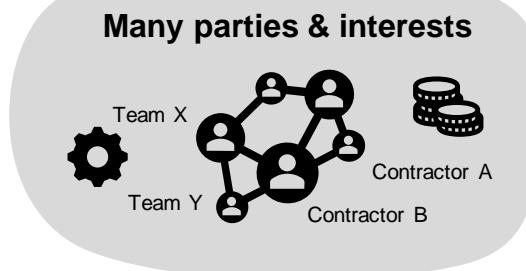
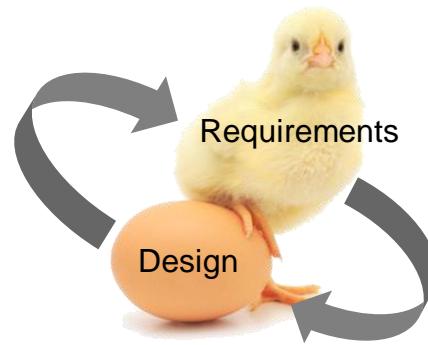
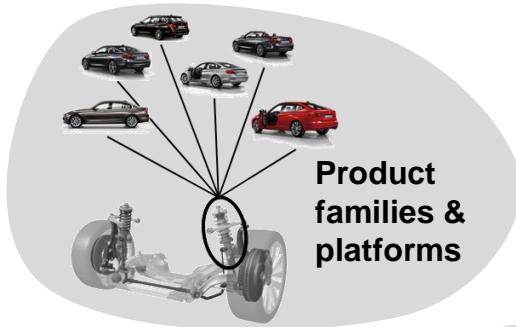


# Ingredient 1: V-Model



- Ad hoc systems design (typically bottom-up) can be extremely expensive until you get to a satisfactory solution.
- Alternative V-model: Systematic development of requirements → first dependency model by introducing an order.
- **Remaining problem:** How to formulate quantitative requirements that *simultaneously*
  - (1) guarantee that the overall design goal is reached AND (2) provide freedom/can be satisfied? The trouble maker is ...

# Dilemma of Product Development



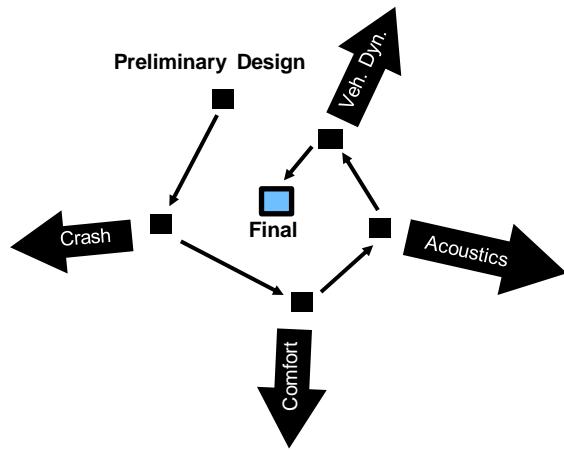
- You should know (1) what can be realized (2) other requirements (3) other(4) other products... but you don't.
- uncertainty, complexity, ambiguity ... → How to apply the V-model to the mechanical world?

# Content

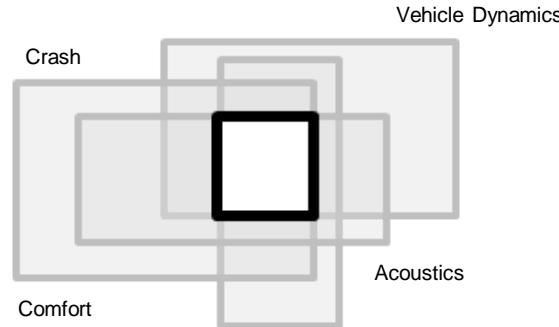
- **Solution Spaces**
- Solution Space Engineering
- Mini Tutorial

# Ingredient 2: Solution Spaces

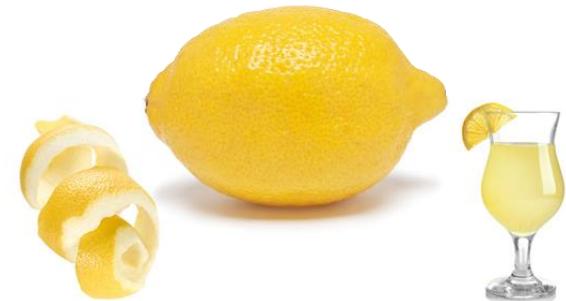
Ad hoc development: **Iteration**



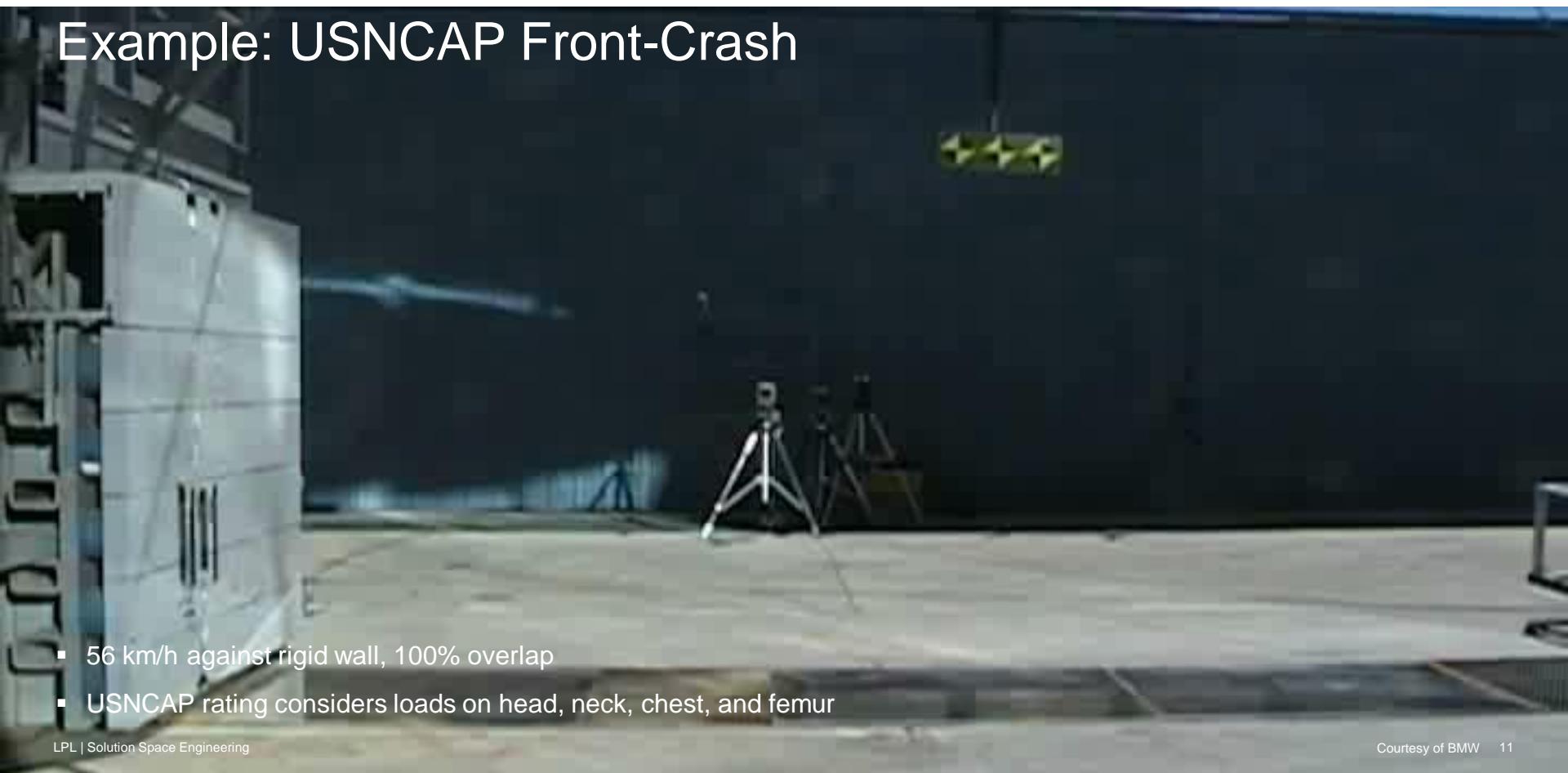
Alternative approach: **Solution Spaces**



- Iterative development with **one design** is prone to conflicts of goals.
- Alternative: **Solution spaces** integrate requirements from different disciplines.



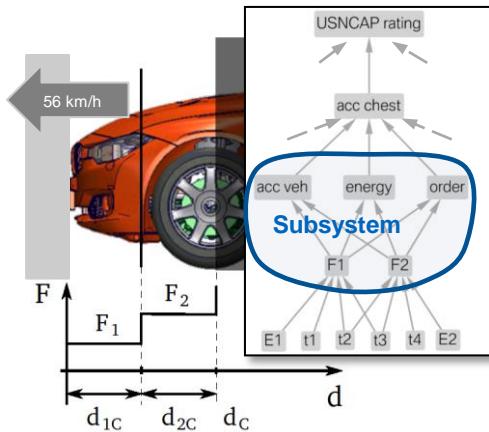
# Example: USNCAP Front-Crash



- 56 km/h against rigid wall, 100% overlap
- USNCAP rating considers loads on head, neck, chest, and femur

# Example 1: A Simple Crash Design Problem

## Design variables and performance measures

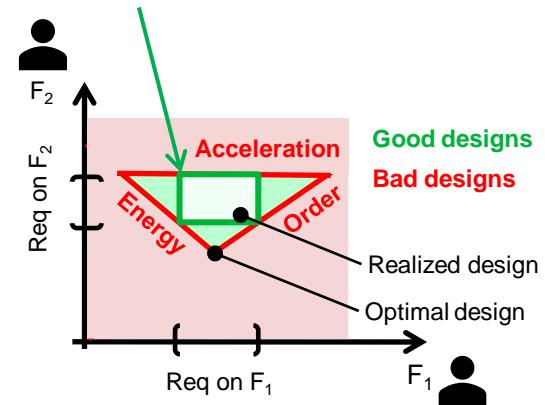


## Performance evaluation

$$y = f(F_1, F_2)$$

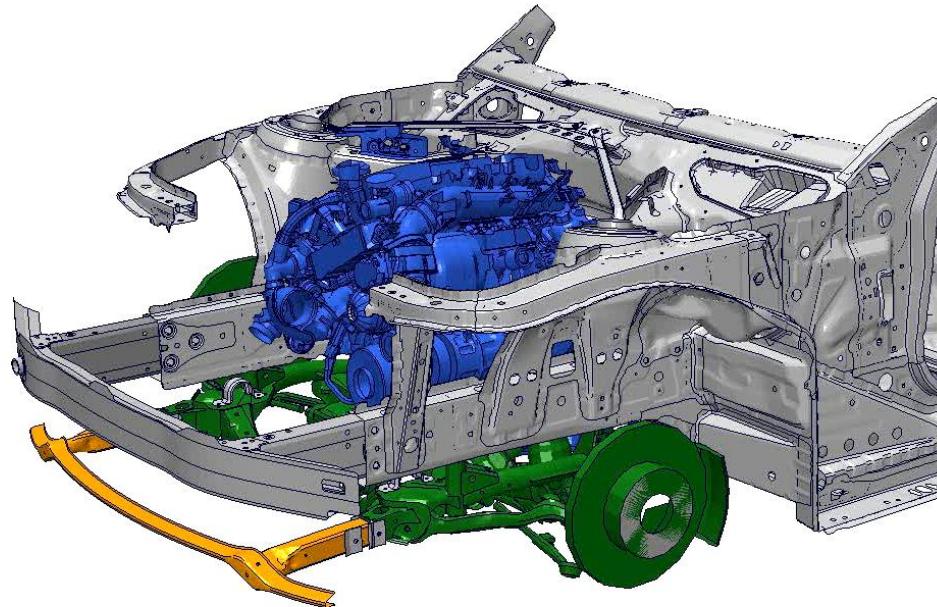
- Order of deformation**  
 $= F_1 - F_2 < 0$
- Energy remaining**  
 $= m v^2 / 2 - F_1 d_1 + F_2 d_2 < 0$
- Max. vehicle Acceleration**  
 $= F_2 / m < a_{crit}$

## Solution Space for $F_1$ & $F_2$



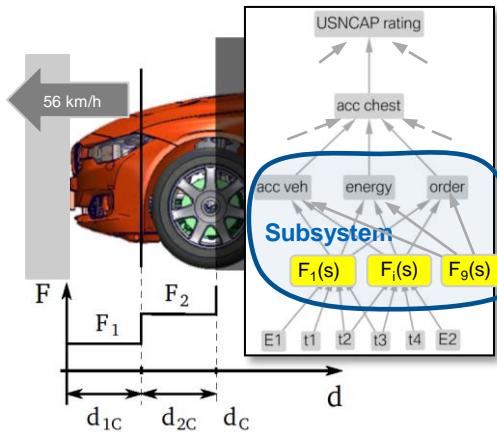
- Optimal design is **not robust** and **may not be realized**. → Instead: **Maximize the solution space for integrability!**
- Box-shaped solution spaces serve as **requirements** on components and enable **parallel & independent design**.
- Price to be paid for decoupling: **loss of solution space**.

# The Real Crash Problem

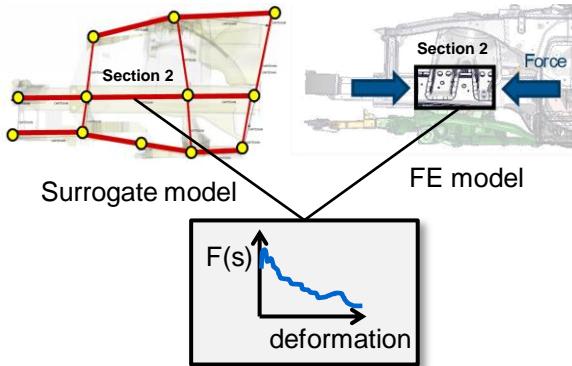


# Example 2: Crash System Design

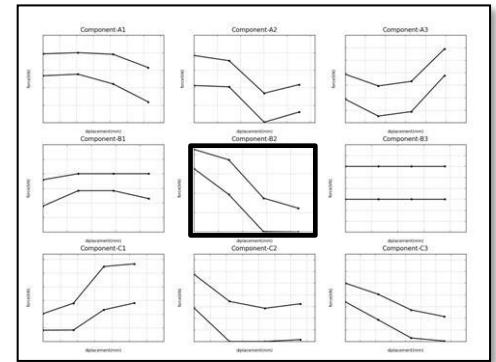
## Design variables and performance measures



## Performance evaluation $y = f(F_i(s))$

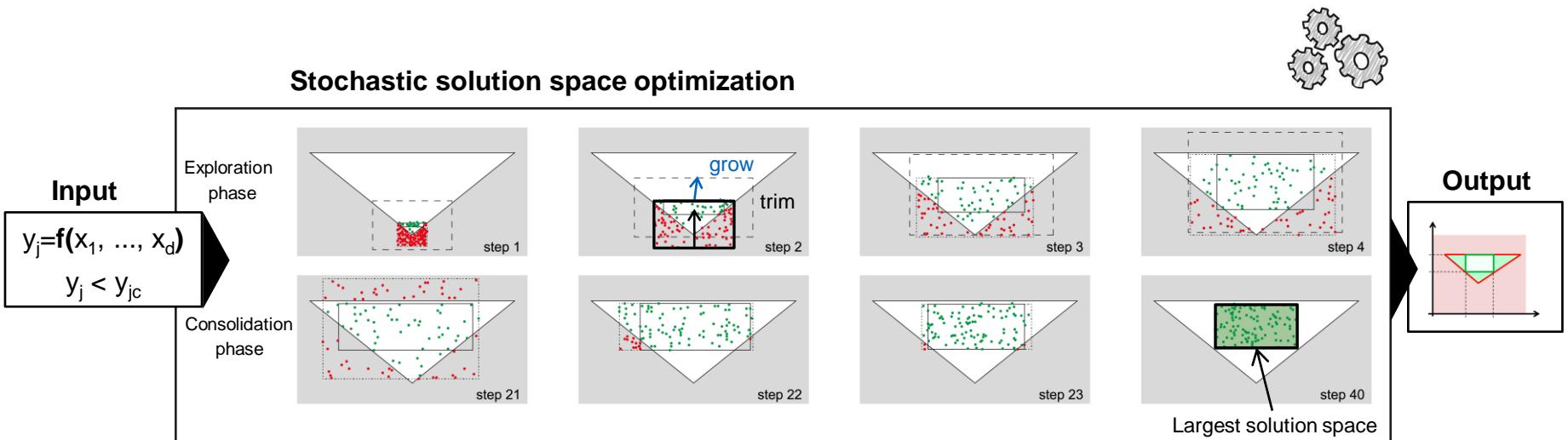


## Solution Space for $F_i(s)$



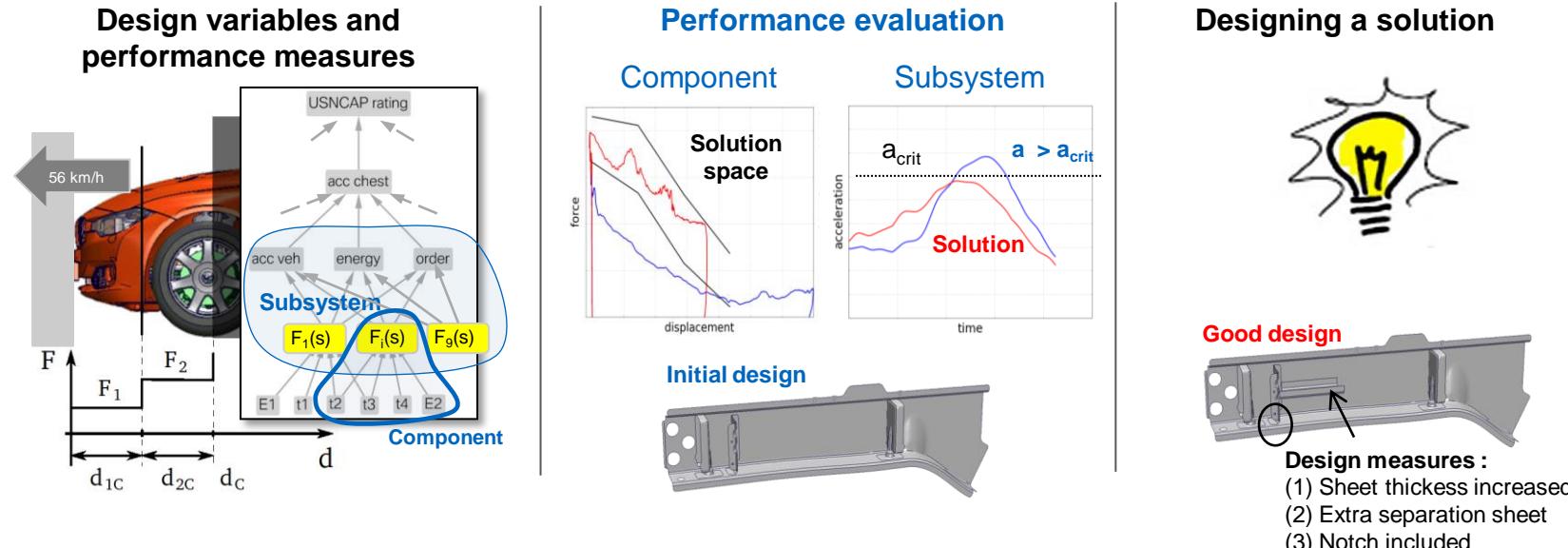
- Performance of real vehicle structure is computed using a physical surrogate model.
- Solution spaces are computed for force-deformation characteristics.
  - How to compute solution spaces in high dimensions?
  - How to use solution spaces for design?

# How to Compute Solution Spaces – One Example



- Algorithm uses iterative stochastic sampling and modification.
- Solves arbitrary high-dimensional and non-linear problems, e.g., 100d crash problem.

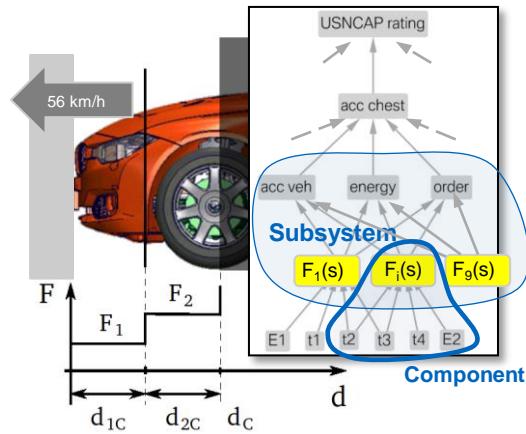
# Example 3a: Independent Component Design



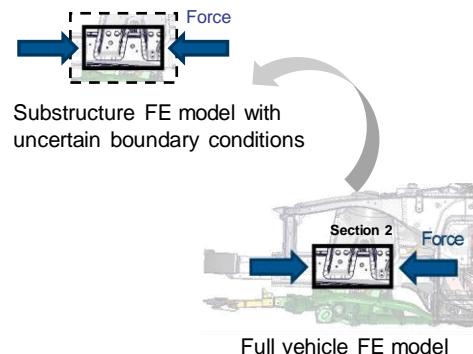
- Independent design towards component requirement → tailored design measures.
- No chicken-or-egg problem.

# Example 3b: Independent Component Design – Now Automatic

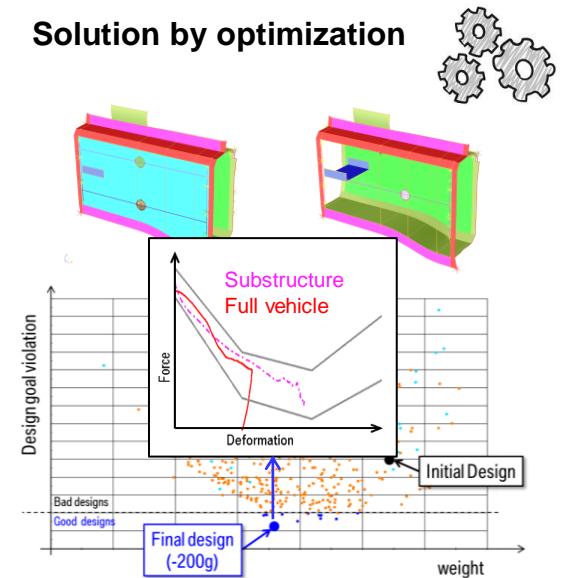
## Design variables and performance measures



## Performance evaluation



## Solution by optimization

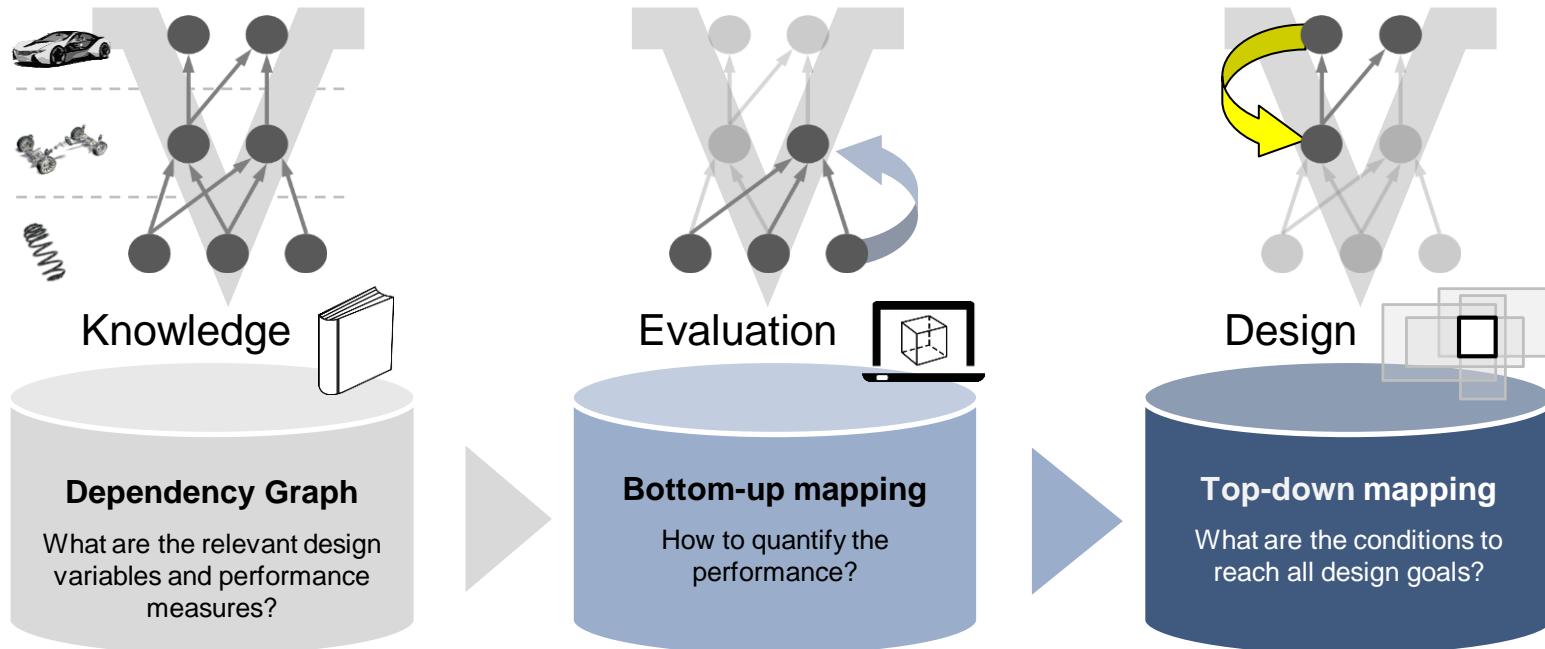


- Component design can be done automatically using parametric optimization.  
→ The solution procedures of examples 1, 2 & 3 are similar. How can this be generalized?

# Content

- Solution Spaces
- **Solution Space Engineering**
- Mini Tutorial

# Solution Space Engineering

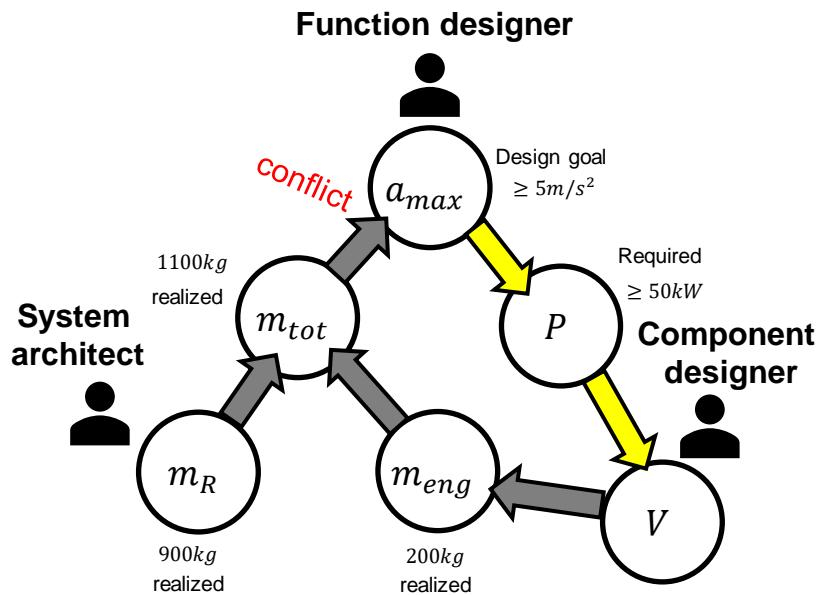


- Solution Space Engineering is a collection of methods and tools for top-down development of complex systems.

# Dependency Graphs

- Complex systems are characterized by a network of dependencies.
  - Some dependency models will generate feedback loops.
  - Feedback loops make it difficult to find **causes** to problems
    - where is the root of the cycle?
  - How to avoid feedback loops?

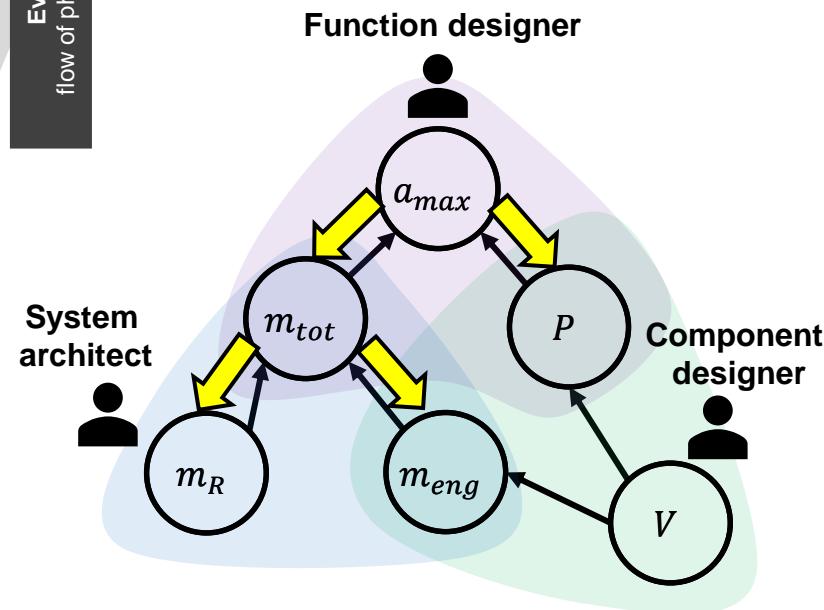
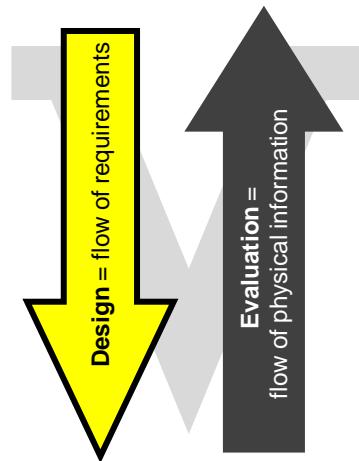
### Example: vehicle accelerating



# Dependency Graphs

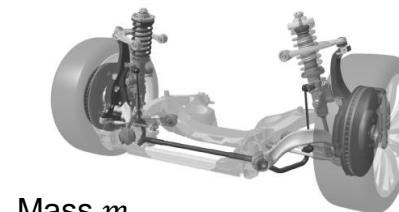
## Definition:

- Dependency graphs model *physical dependencies* between quantifiable properties (design variables, quantities of interest, ...).
- They do not know requirements.  
→ They sort quantities in the order in which they are measurable.  
→ polyhierarchy, **no circular dependencies**
- Requirements are developed going the opposite direction.
- Responsibilities are organized according to dependencies.



# Dependency Graphs

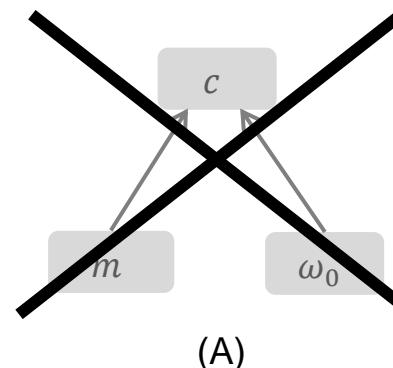
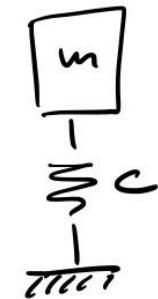
- Simple example: one-mass oscillator.
- What depends on what?
  - Mass and eigenfrequency determine the stiffness?
  - Stiffness and mass determine eigenfrequency?



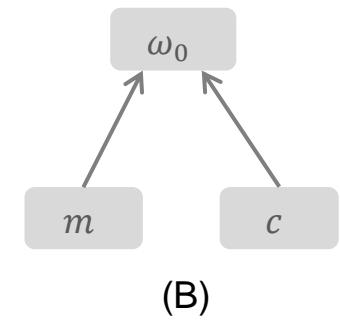
Mass  $m$

Stiffness  $c = \omega_0^2 m$

Eigenfrequency  $\omega_0 = \sqrt{c/m}$

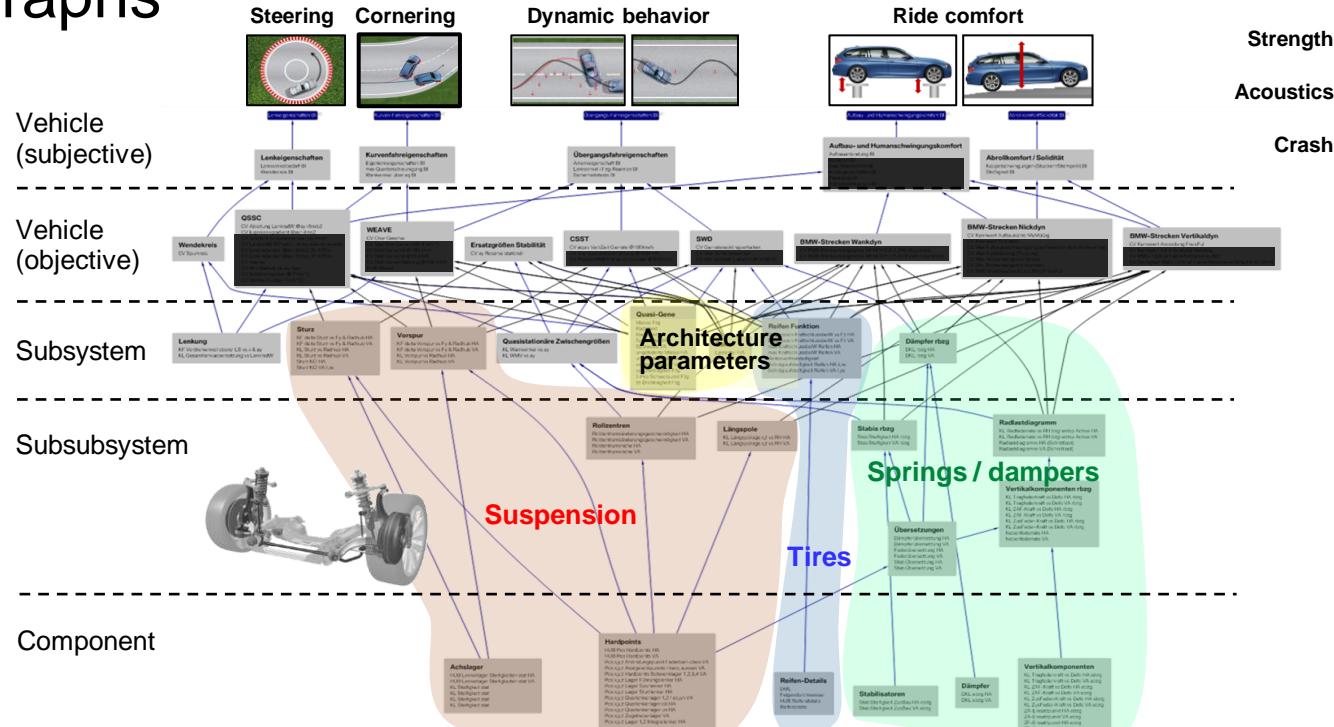
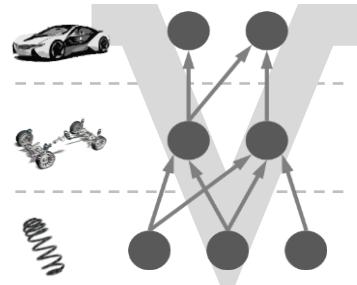


(A)



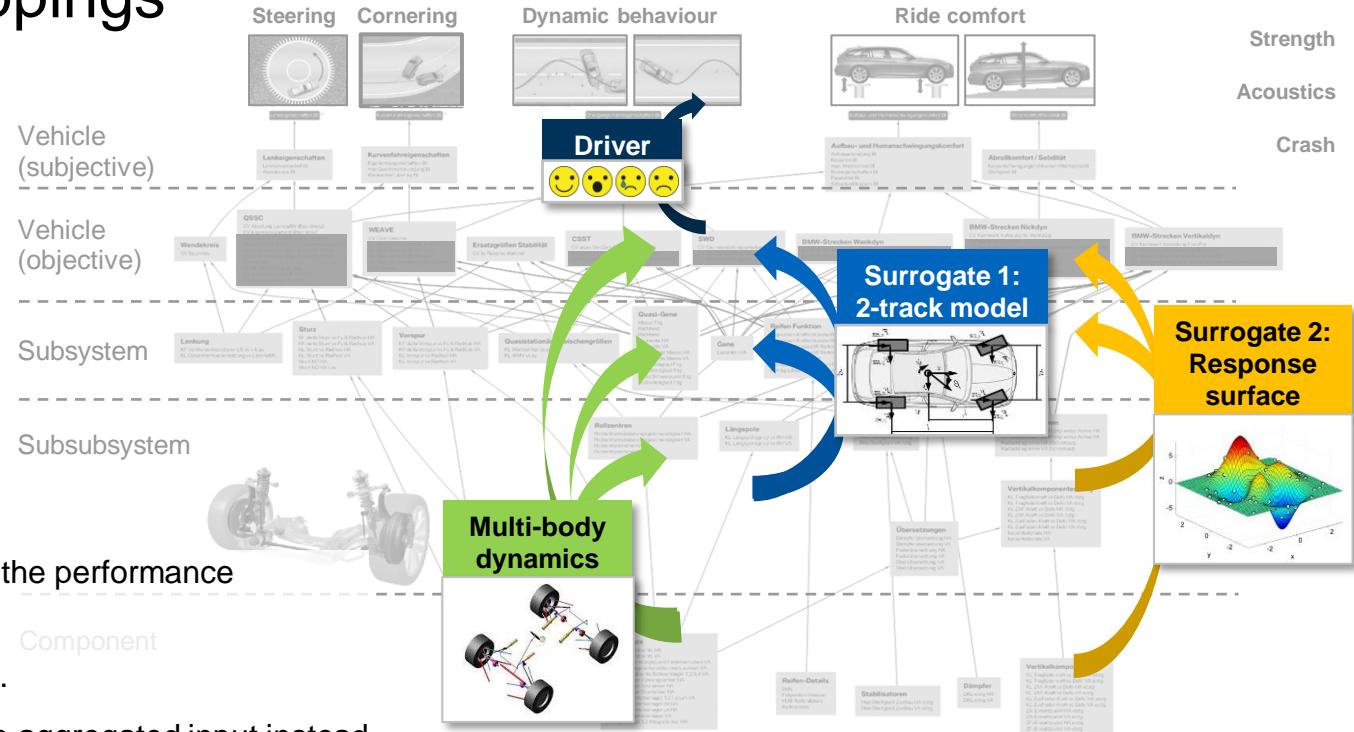
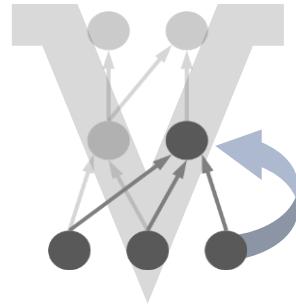
(B)

# Dependency Graphs



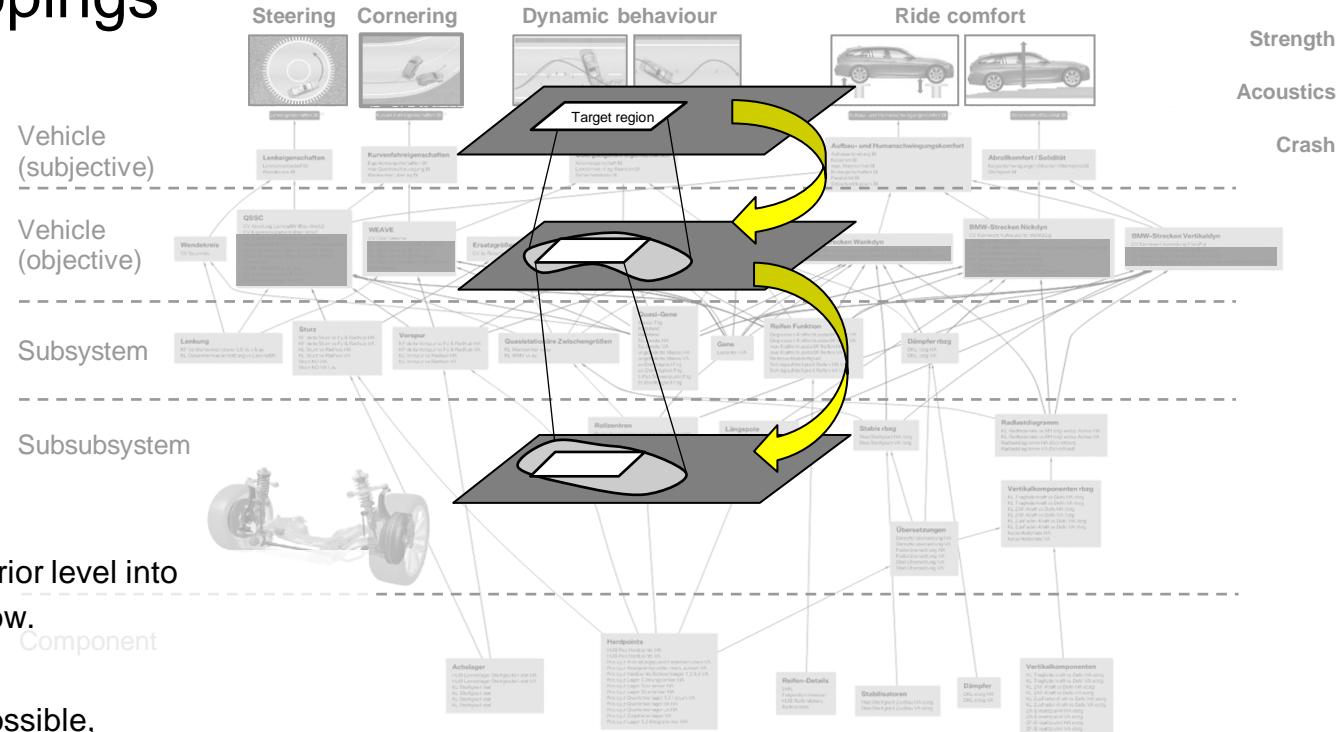
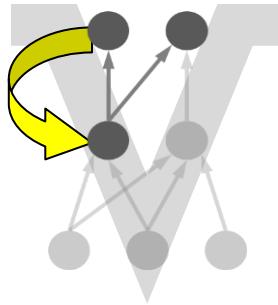
- Connect all Disciplines.
- Organize responsibilities.
- Enable traceable requirement development.

# Bottom-up Mappings



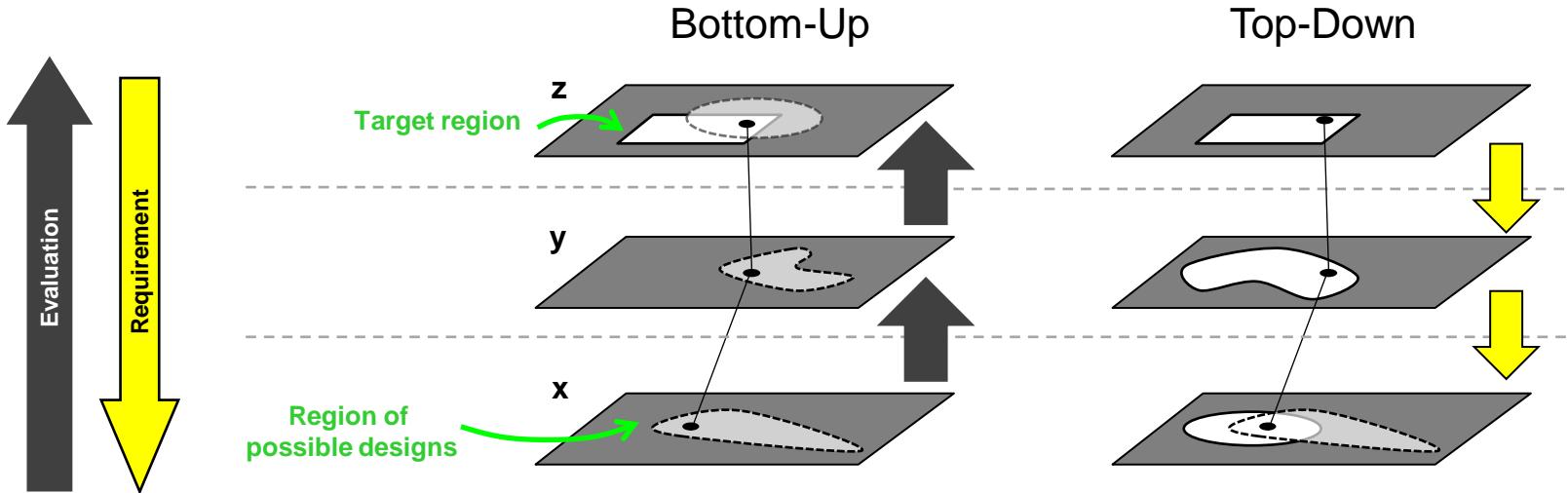
- Function  $y = f(x)$  to assess the performance of one design.
- Different for each discipline.
- May be surrogates that take aggregated input instead of detailed input. → great for concept development.

# Top-Down Mappings



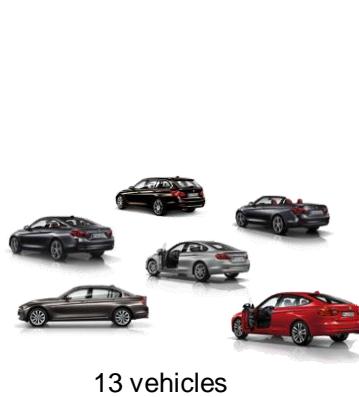
- Turn requirements on superior level into requirements on levels below.
- Should be
  - (1) as least restrictive as possible,
  - (2) decouple to reduce complexity and
  - (3) sufficient for satisfying superior requirements.

# Two Views of Design



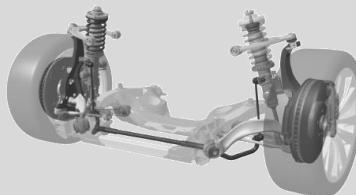
- Evaluation-focused: what *is* there?
- Designs are always possible to build (feasible), but are they good?
- Requirement-focused: what *should* be there?
- Designs may not be possible to build, but they are always good!

# Example 4: Chassis Design for Commonality



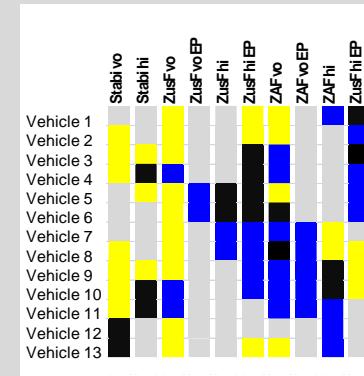
**Design problem**

2 X  
Bump stop  
Rebound stop  
Anti-roll bar



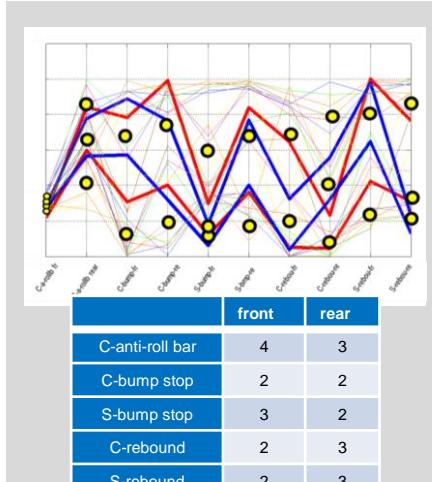
- 10 design variables
- 6 requirements
- **Minimize the number of components!**

**Combinatorics**



$(27.6 \times 10^6)^{10} = 2.6 \times 10^{74}$   
possible configurations  
→ New degrees of freedom!

**Result**



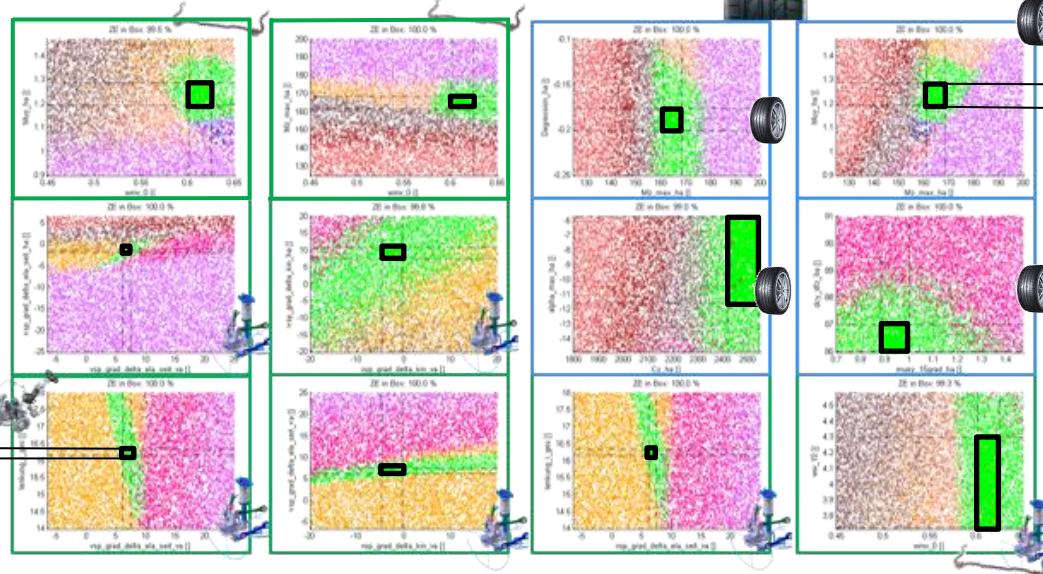
- Commonality problem solved using box-shaped solution spaces.
- Result is an important improvement, but probably not globally optimal due to loss of solution space.

# Example 5: Chassis Design – Suspension and Tires

Suspension/Steering



specification for  $i_{ges}$   
→ Internal goal



Specification for  $\mu_{y,h}$   
→ For contractors

Tires



- Requirements on mass, geometrical dimensions, tires, suspension and steering are quantified and passed on to development teams and contractors.
- Solution spaces were constructed using **Selective Design Space Projection** → mini tutorial.

# Content

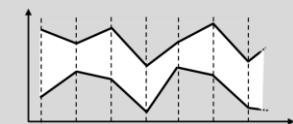
- Solution Spaces
- Solution Space Engineering
- **Mini Tutorial**

# Top-down Mappings – Solution Techniques



- **Stochastic iteration**

- For non-linear, high-dimensional noisy problems
- Robust (but limited accuracy)



- **Corner tracking**

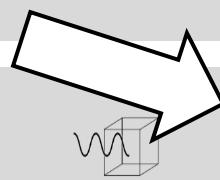
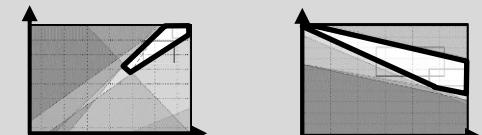
- For monotonous performance functions
- Exact (but limited applicability)



- **Advanced: p-dim. decomposition**

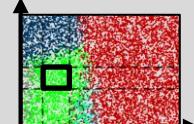
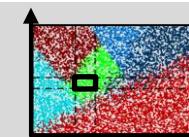
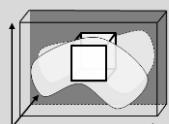
- For strong interactions between design variables
- Reduces loss of solution space

$$f(x, y) = f(x) + f(y) + \varepsilon$$

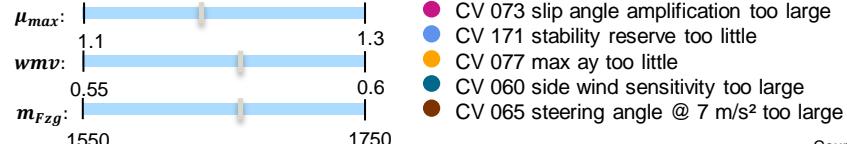
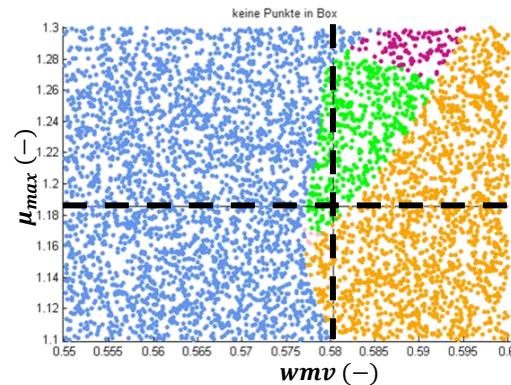
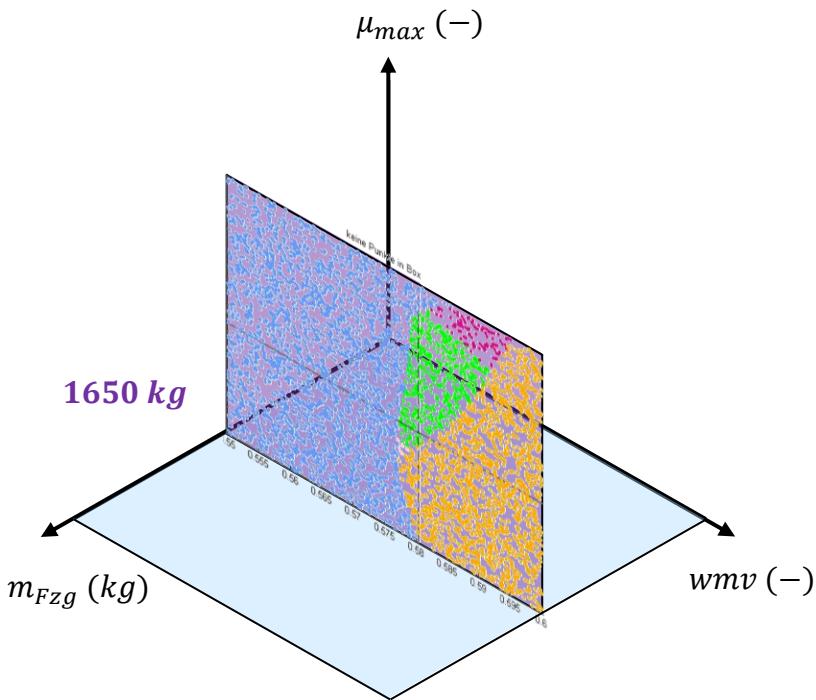


## Selective design space projection

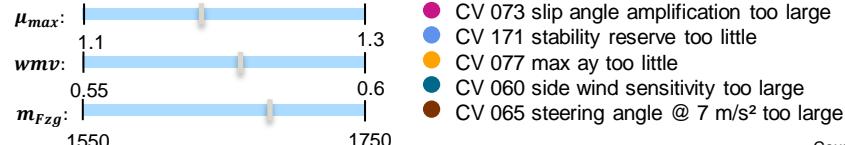
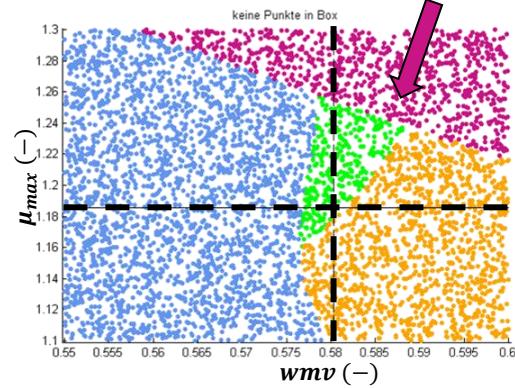
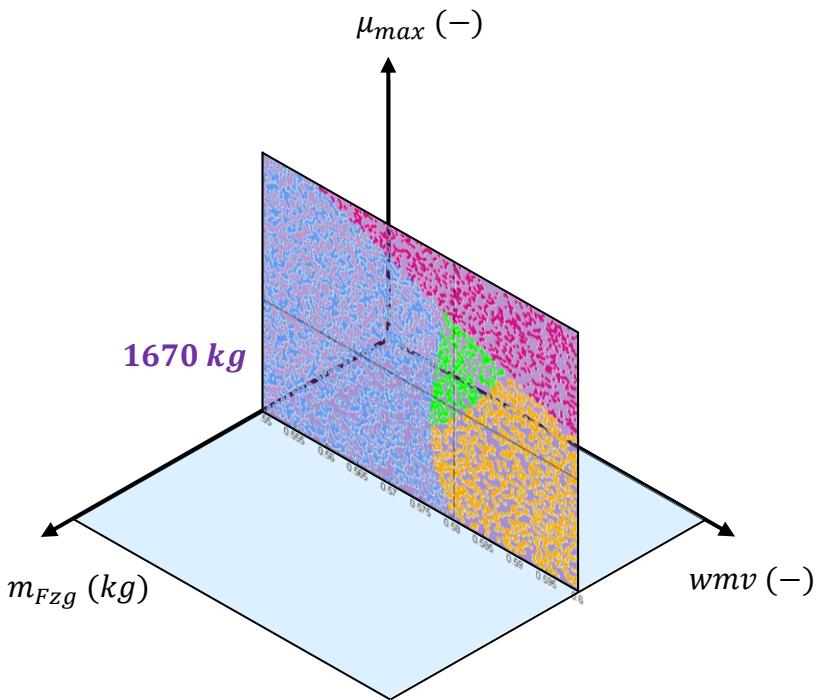
- Projects slabs of design space onto 2d-diagrams
- Intuitive (but not automatic)



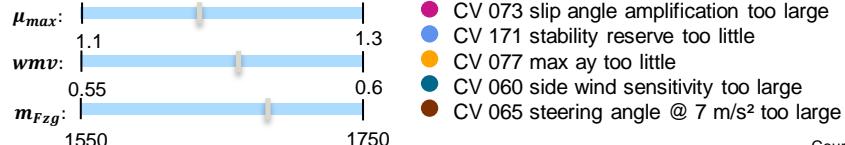
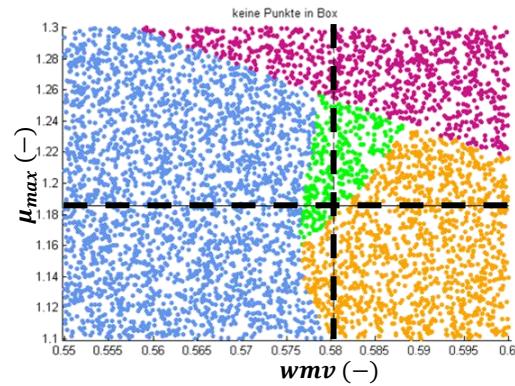
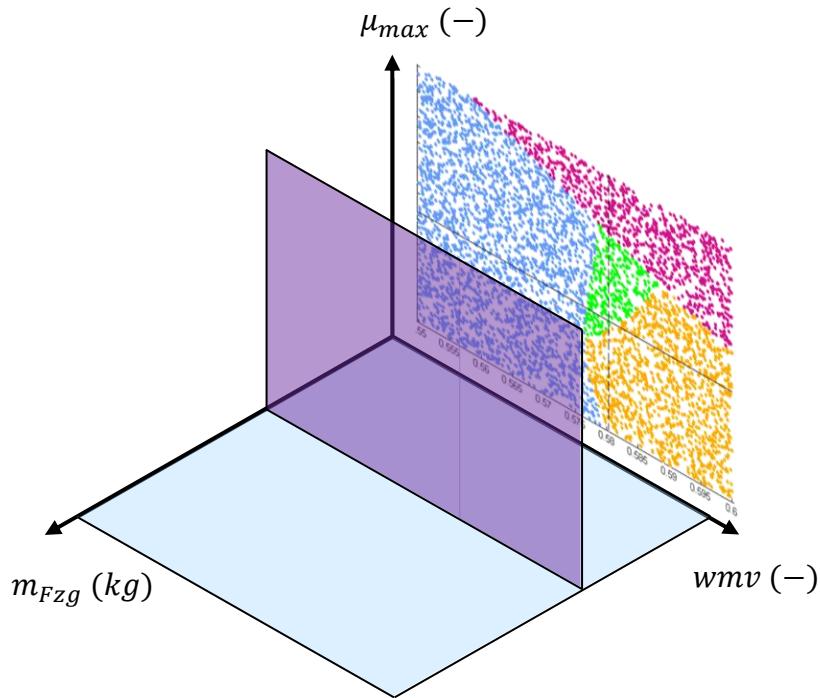
# Section I



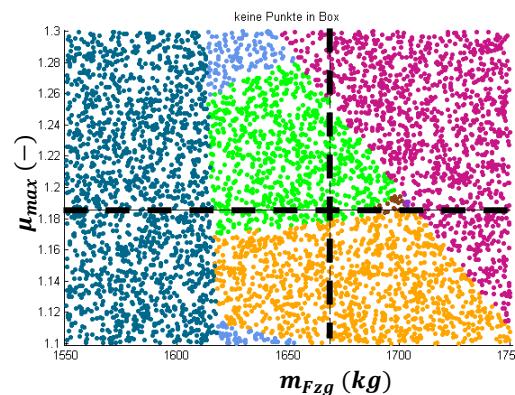
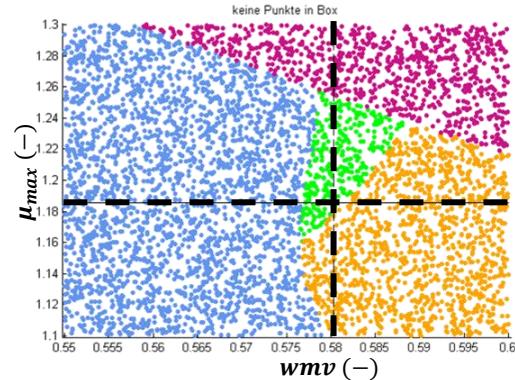
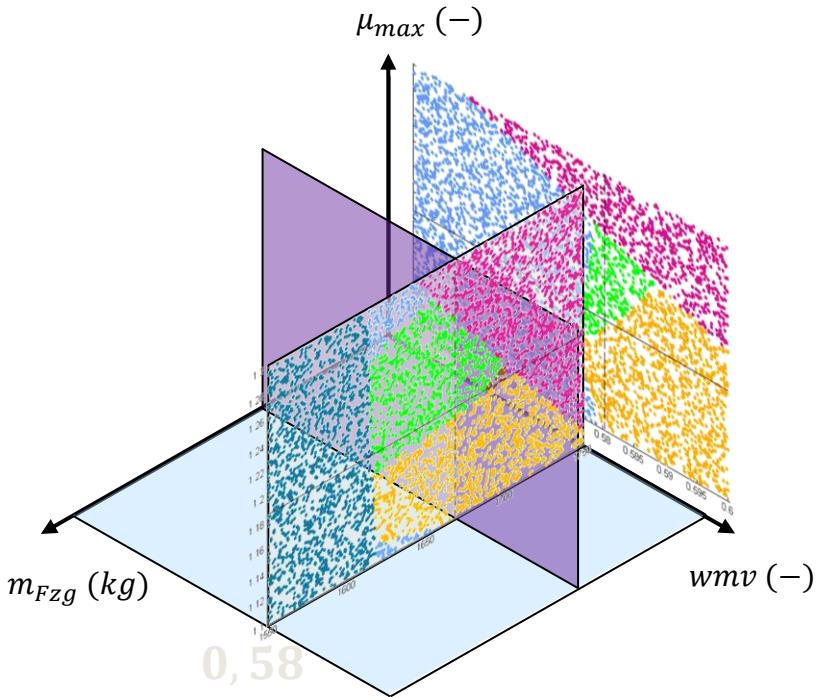
# Section II



# Section I Projected



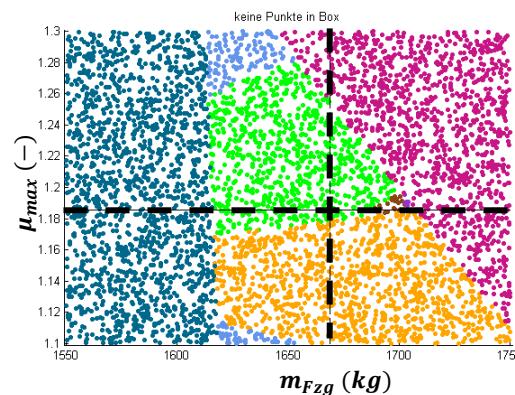
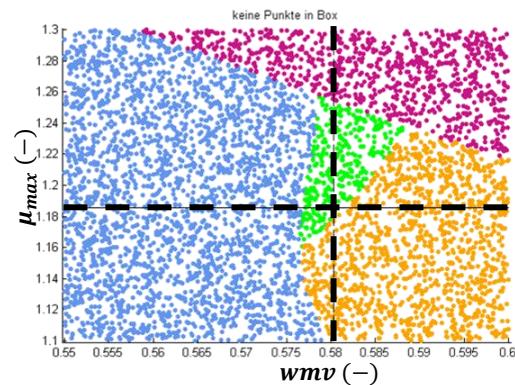
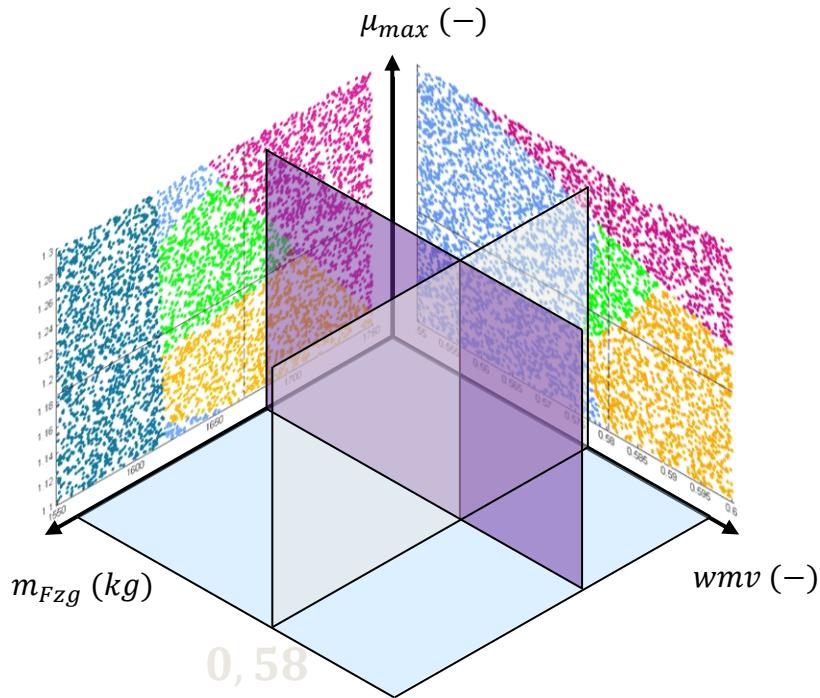
# Section III



$\mu_{max}$ :	1.1	1.3
$wmv$ :	0.55	0.6
$m_{Fzg}$ :	1550	1750

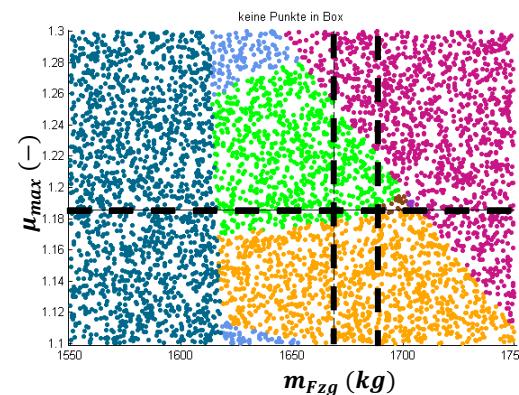
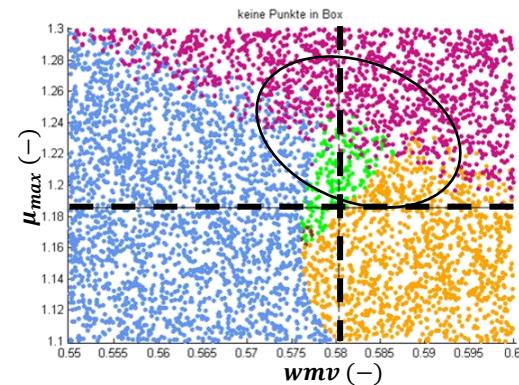
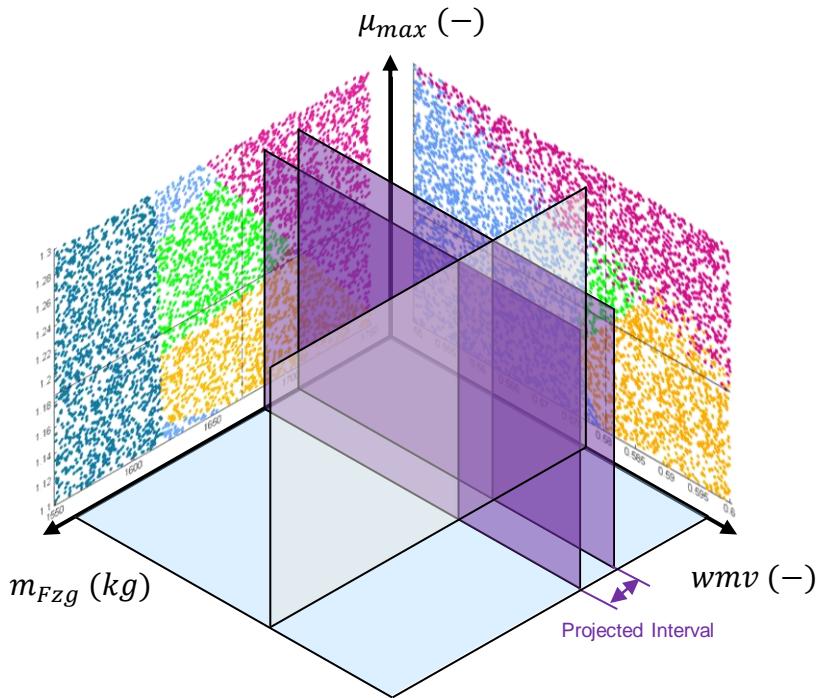
- CV 073 slip angle amplification too large
- CV 171 stability reserve too little
- CV 077 max ay too little
- CV 060 side wind sensitivity too large
- CV 065 steering angle @ 7 m/s<sup>2</sup> too large

# Section III Projected



$\mu_{max}$ :	CV 073 slip angle amplification too large
$wmv$ :	CV 171 stability reserve too little
$m_{Fzg}$ :	CV 077 max ay too little
	CV 060 side wind sensitivity too large
	CV 065 steering angle @ 7 m/s <sup>2</sup> too large

# One Section and One Projected Slab

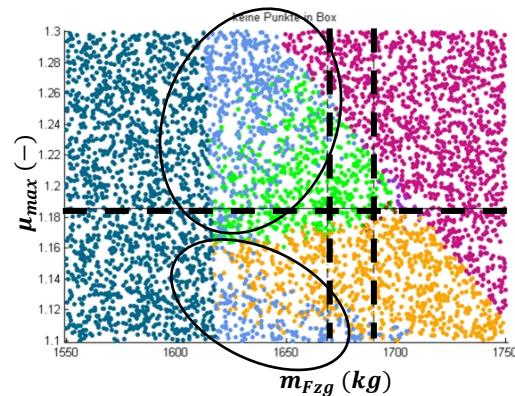
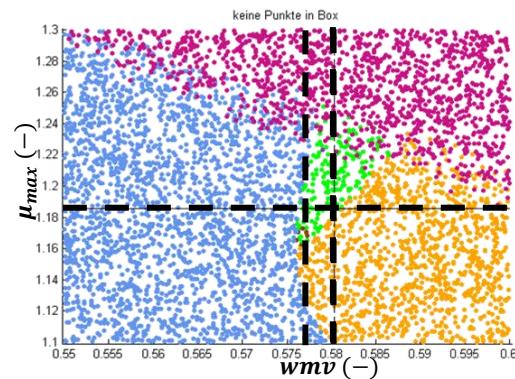
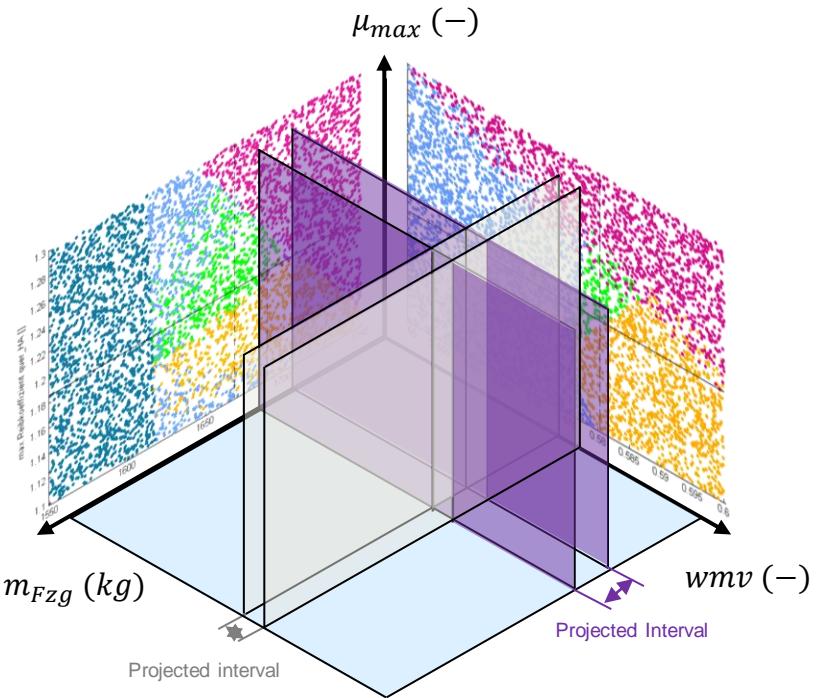


$\mu_{max}$ :	1.1	1.3
$wmv$ :	0.55	0.6
$m_{Fzg}$ :	1550	1750

Legend:

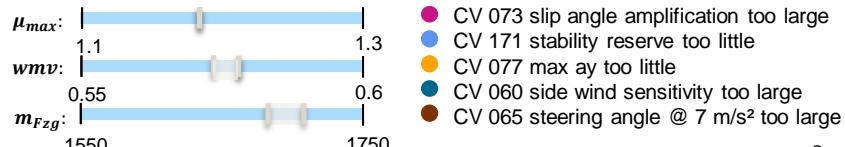
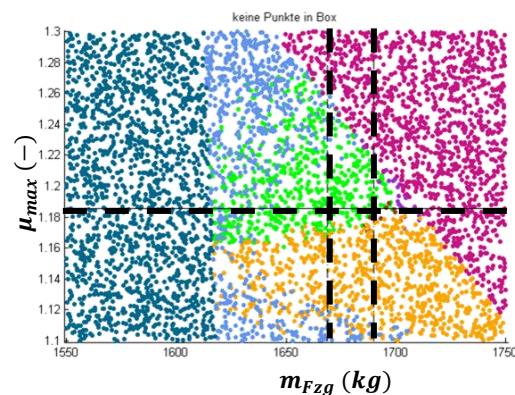
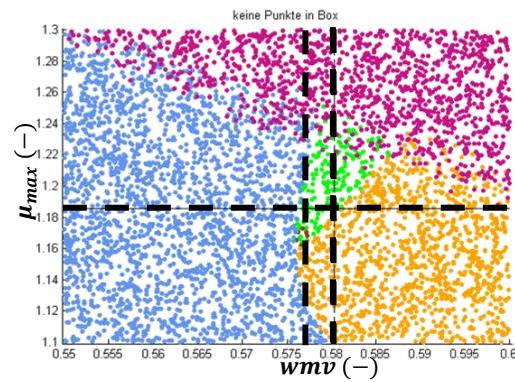
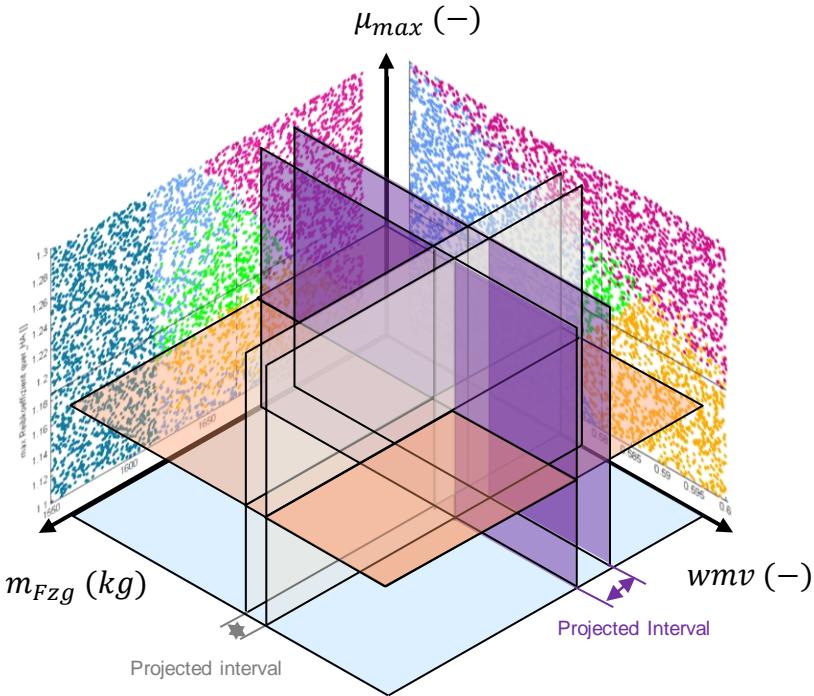
- CV 073 slip angle amplification too large
- CV 171 stability reserve too little
- CV 077 max ay too little
- CV 060 side wind sensitivity too large
- CV 065 steering angle @ 7 m/s<sup>2</sup> too large

# Two Projected Slabs

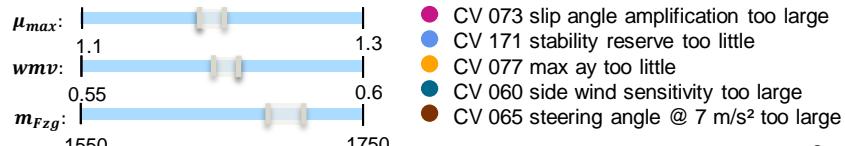
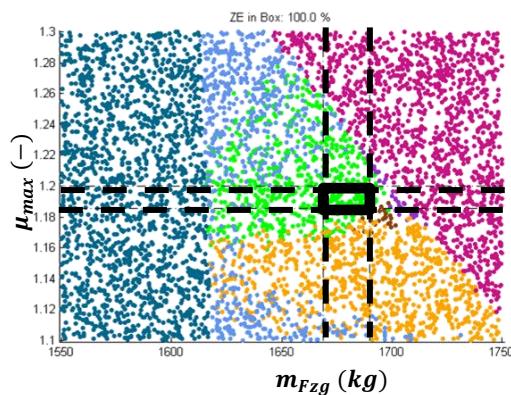
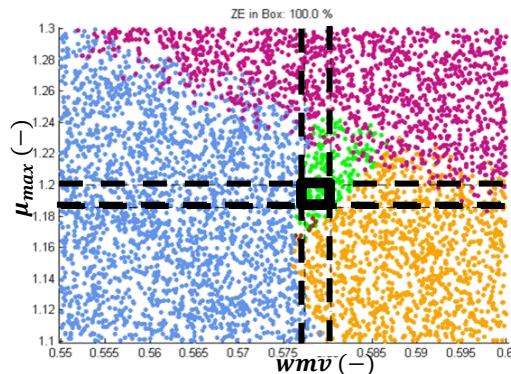
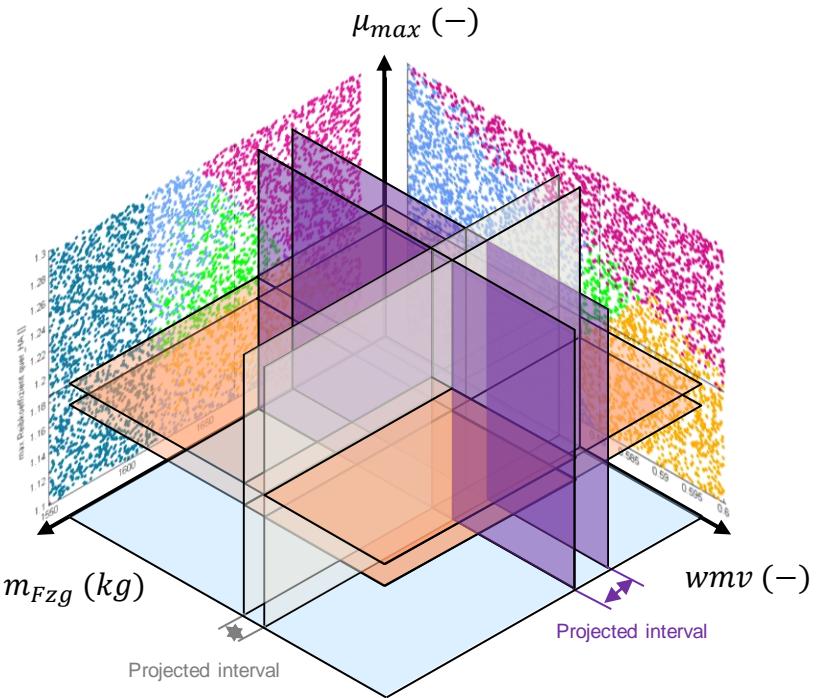


$\mu_{max}$ :	
$wmv$ :	
$m_{Fzg}$ :	

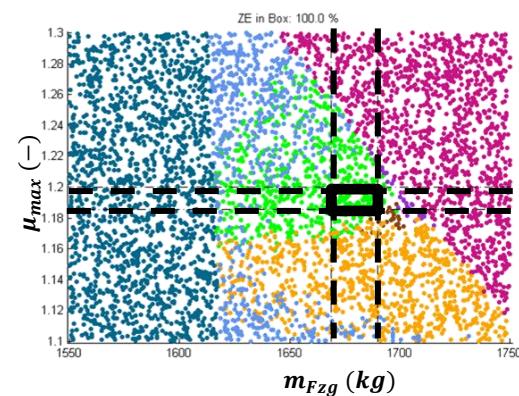
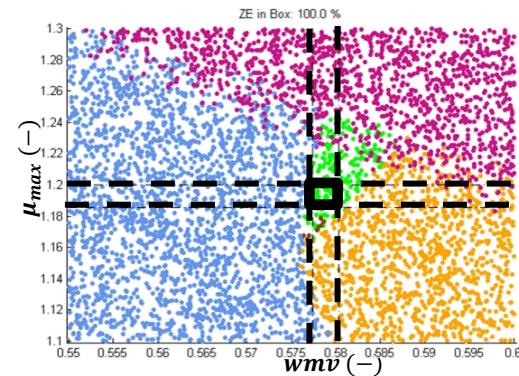
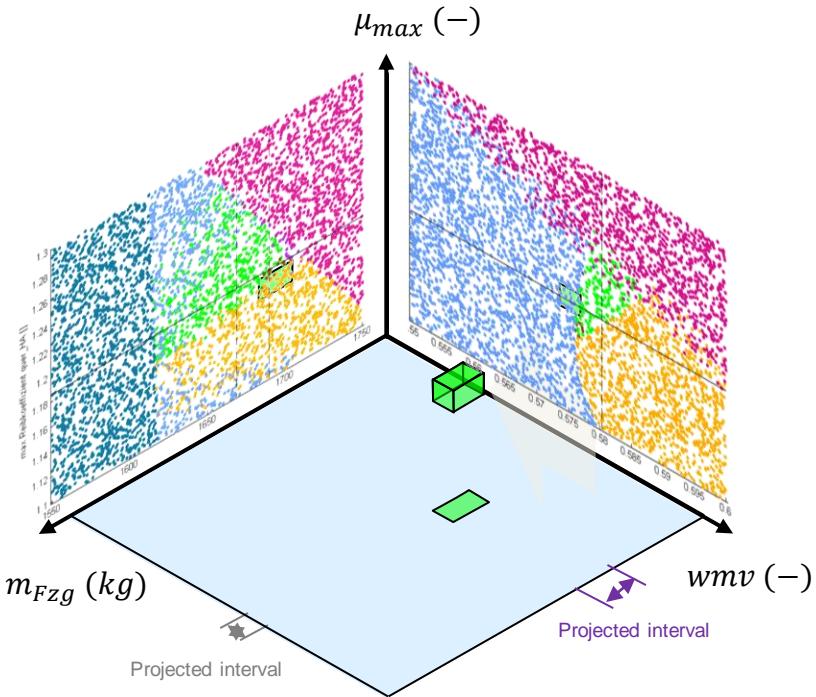
# Two Projected Slab and One Section



# Three Slabs



# Solution Space

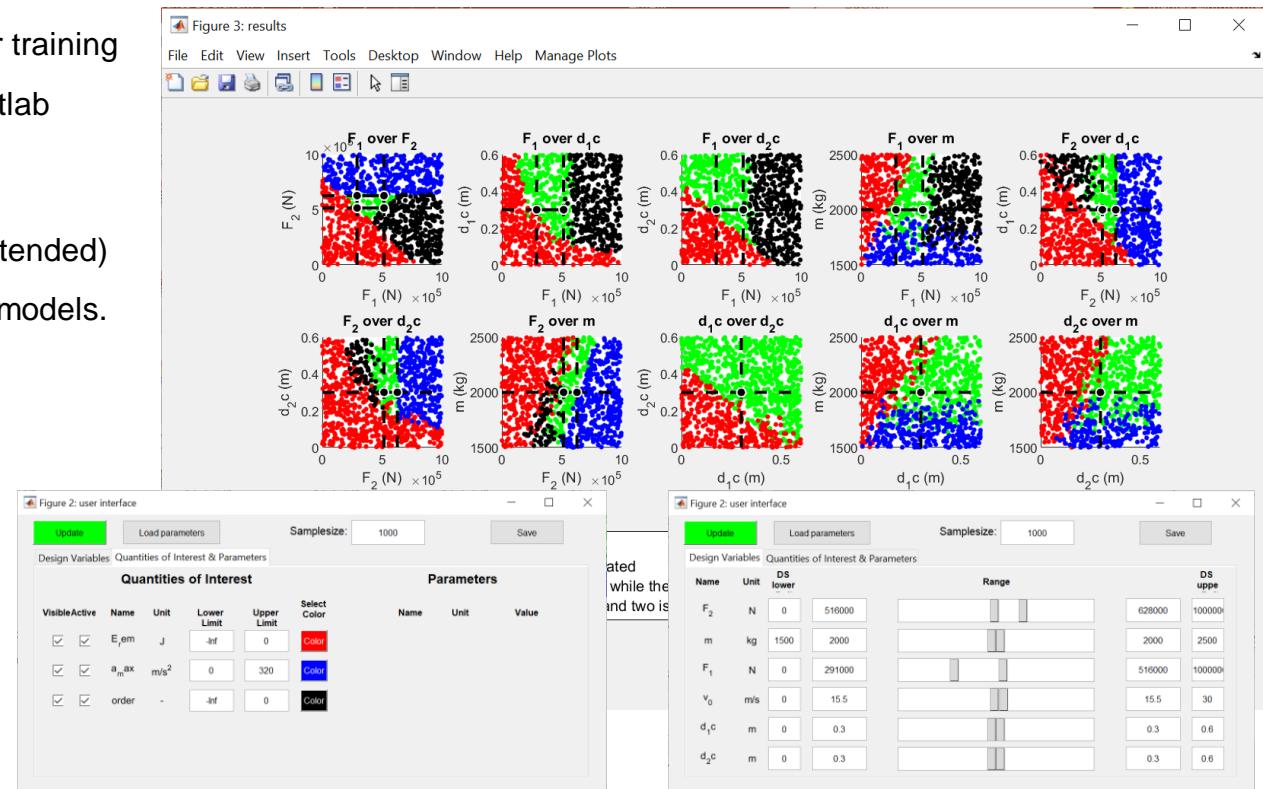


$\mu_{max}$ :	CV 073 slip angle amplification too large
$wmv$ :	CV 171 stability reserve too little
$m_{Fzg}$ :	CV 077 max ay too little
	CV 060 side wind sensitivity too large
	CV 065 steering angle @ 7 m/s <sup>2</sup> too large

# Basic X-ray Tool v11

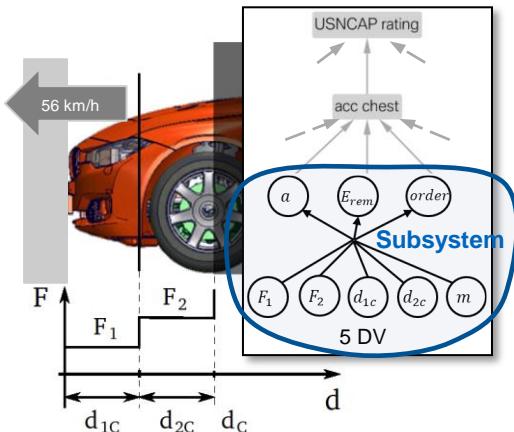
- Public open-source matlab tool for training
- **Plug and play** – if you have a Matlab license
- Included: bottom-up mappings of Simple Crash Design Problem (extended)
- Easily extendible by other matlab models.

Download at <https://www.mw.tum.de/lpl/tools/basic-x-ray-tool/>



# Example 1 extended: Simple Crash Design Problem

## Design variables and performance measures



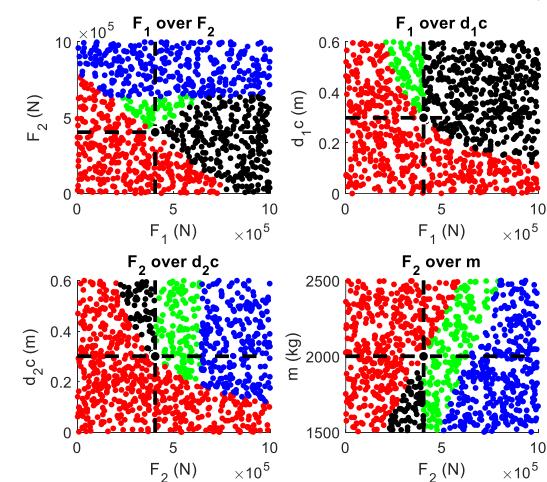
## Performance evaluation $y = f(F_1, F_2)$

**Order of deformation**  
 $= F_1 - F_2 < 0$

**Energy remaining**  
 $= m v^2 / 2 - F_1 d_{1c} + F_2 d_{2c} < 0$

**Max. vehicle Acceleration**  
 $= F_2 / m < a_{crit}$

## Solution Space for $F_1$ , $F_2$ , $m$ , $d_{1c}$ , $d_{2c}$



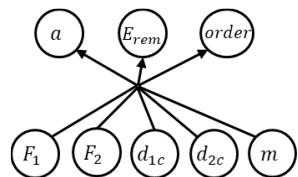
- Extension by mass and geometry – how to design geometry, mass and body parts simultaneously?
- Design problem available in basic x-ray tool v11.

→ Try to design your own crash structure!

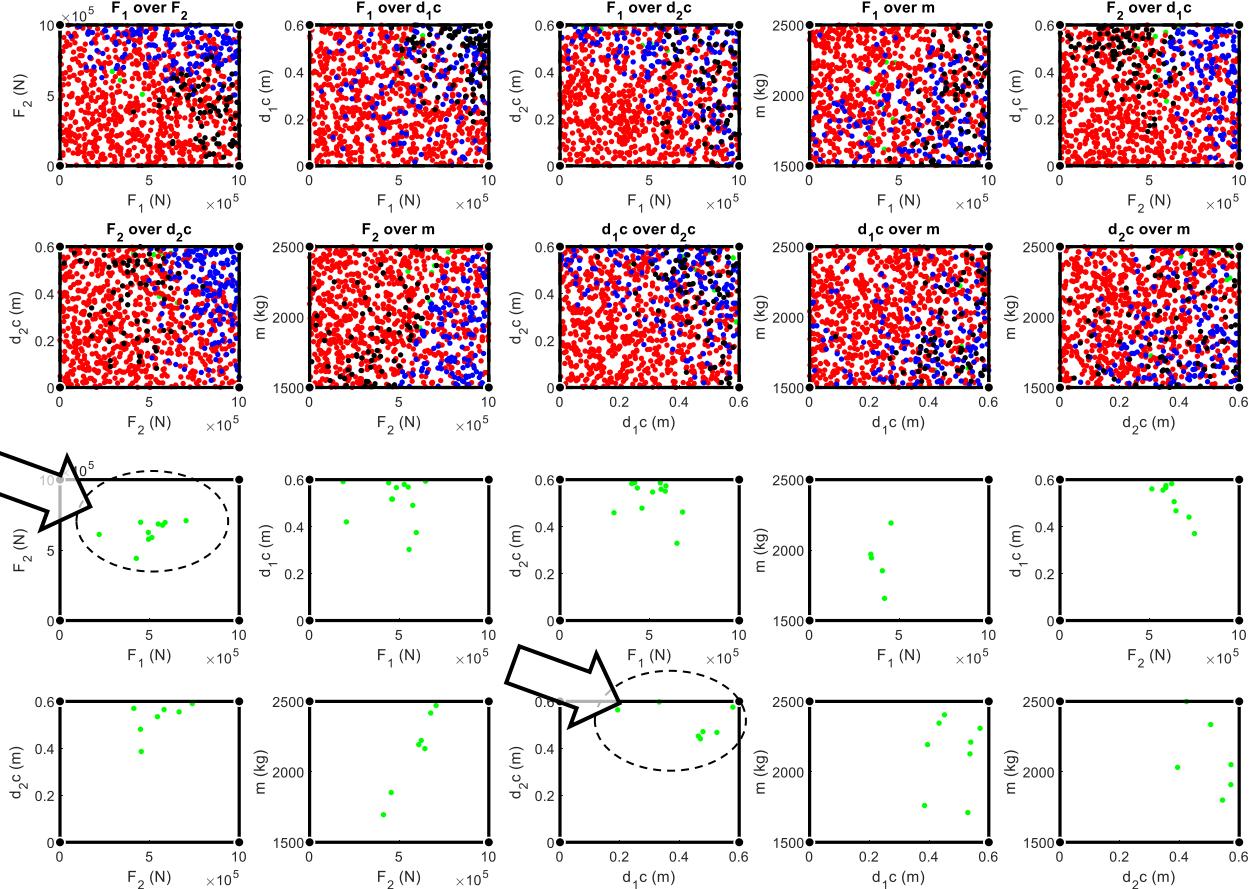
# View 1

## Entire design space

- Show only good designs.

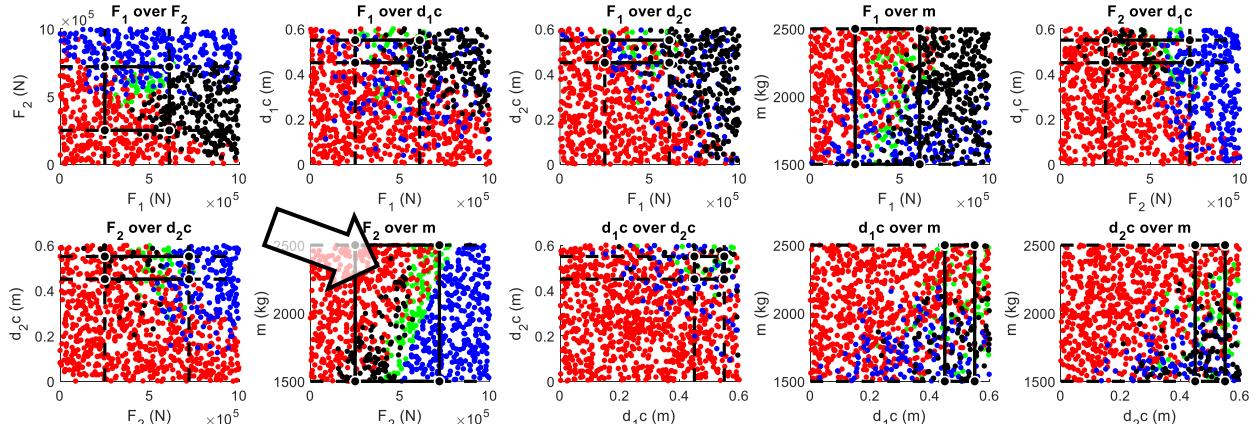


● Good design  
● Remaining energy after the crash is violated  
● Maximal negative acceleration occurring while the crash is violated  
● Order of the deformation of sector one and two is violated



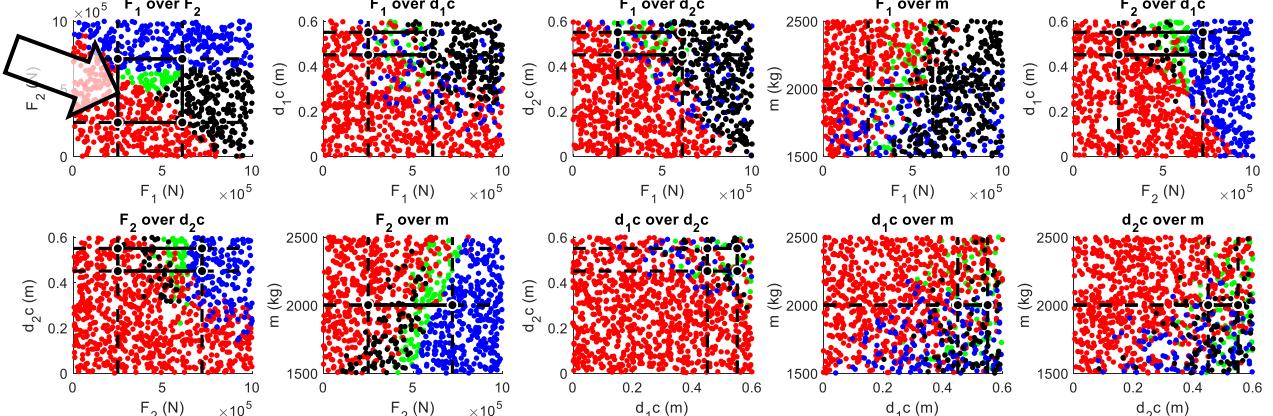
# View 1a

- Decrease range of  $F_1$ ,  $F_2$ ,  $d_{1c}$ ,  $d_{2c}$



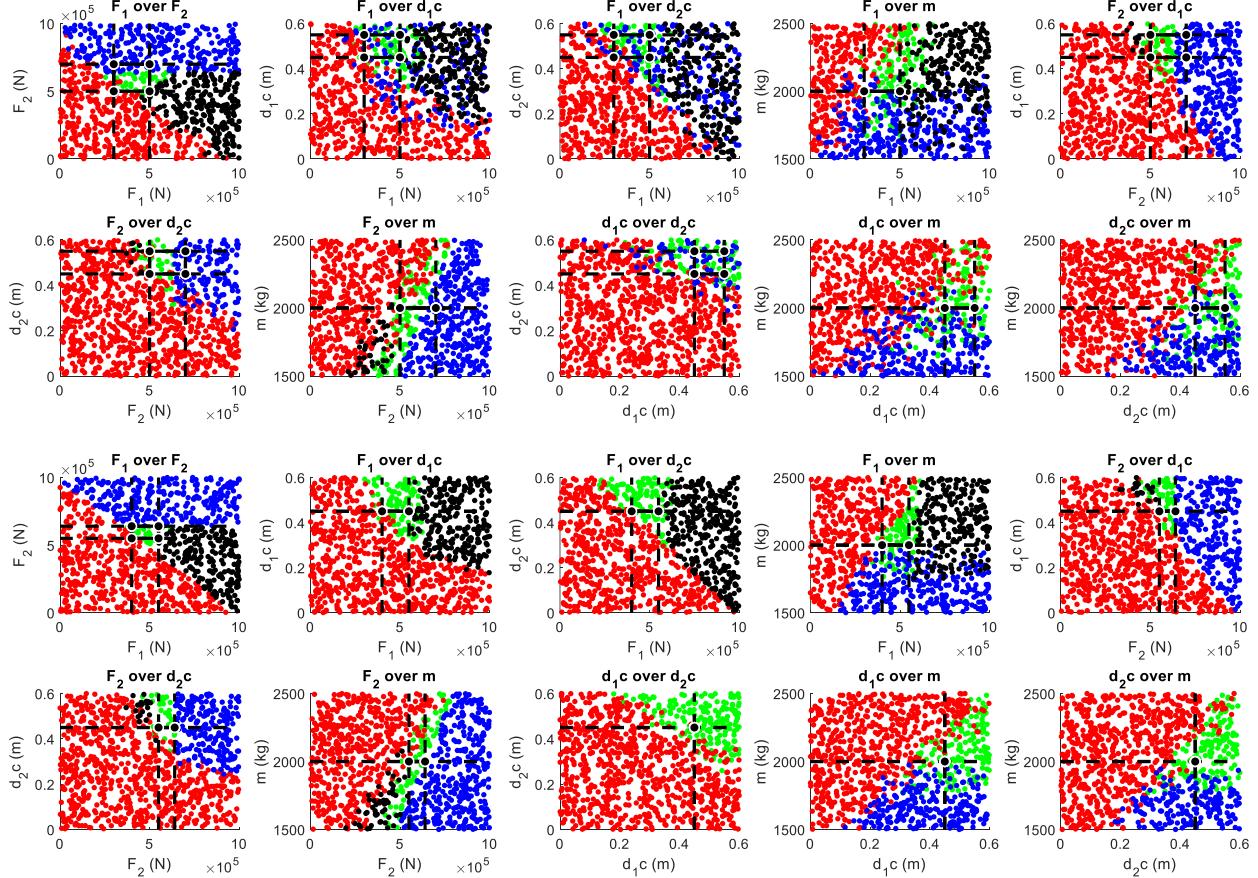
# View 1b

- Fix mass



# View 1c

- Decrease range of  $F_1, F_2, d_{1c}, d_{2c}$

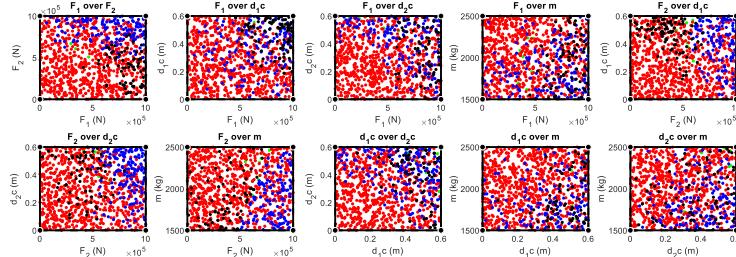


# View 1d

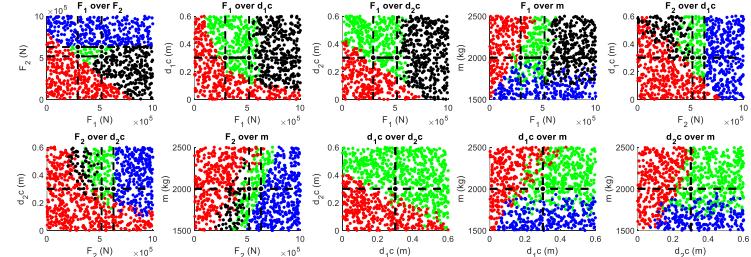
- Fix  $d_{1c}, d_{2c}$
- Adjust range of  $F_1, F_2$

You just constructed a solution to a 5d highly nonlinear Crash problem!

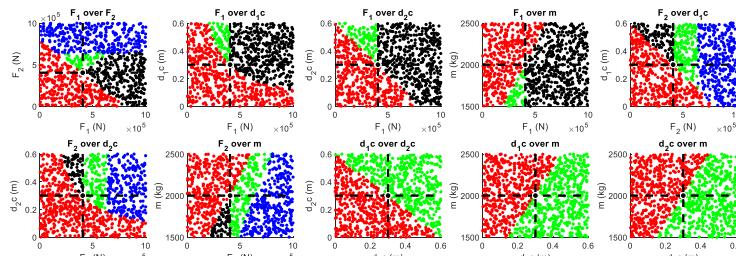
# Available Views in Basic X-ray Tool v11



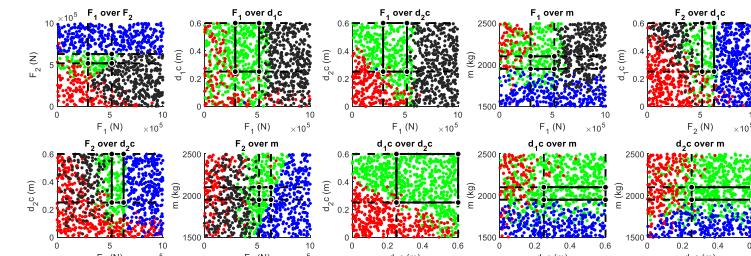
View 1: Complete design space



View 3: maximum box for  $F_1$  &  $F_2$



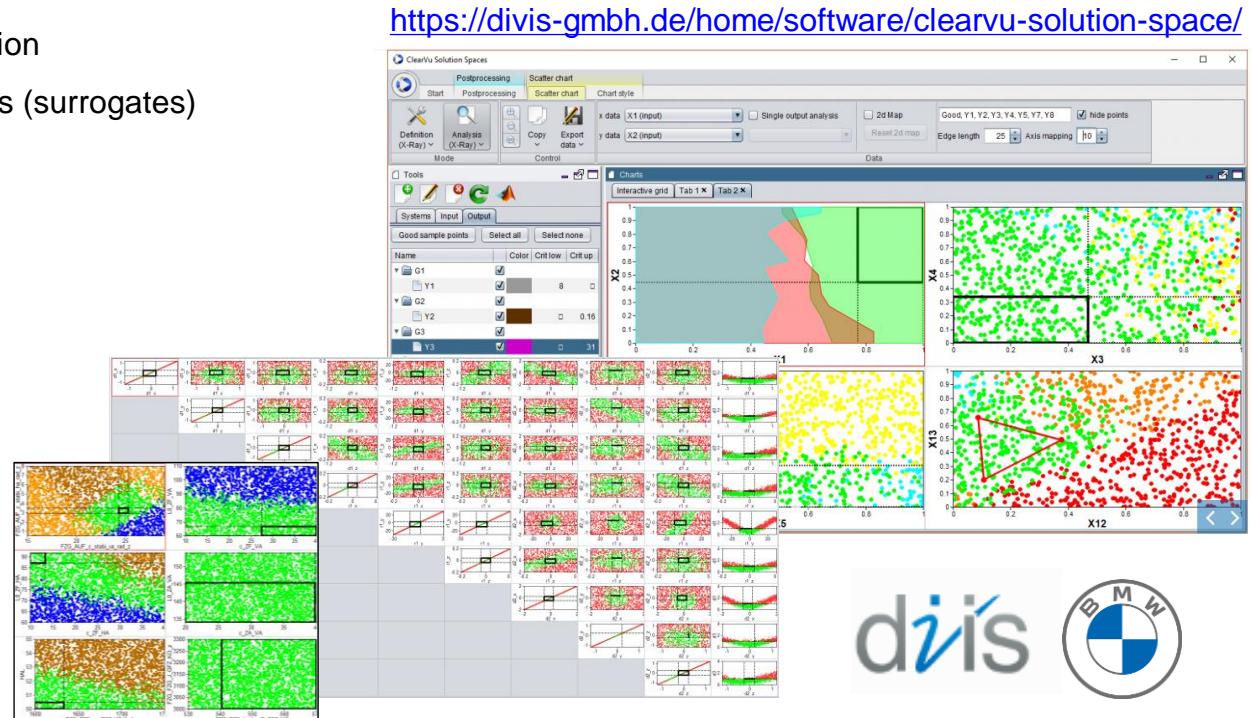
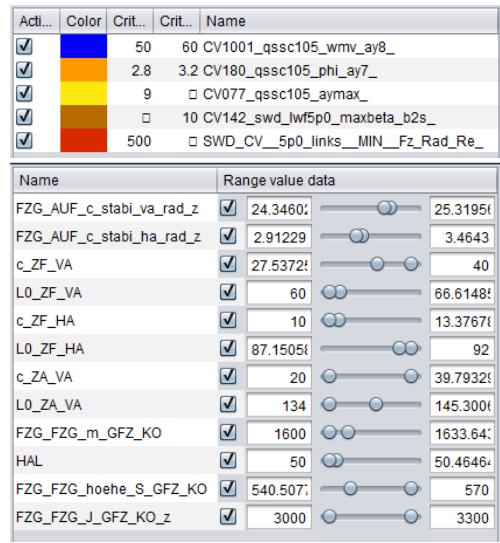
View 2: Sections at optimum



View 4: Large box for all design variables

# Professional X-ray Tool – ClearVu Solution Space

- Developed by BMW and Divis
- Automatic solution space optimization
- Automatic generation of fast models (surrogates)



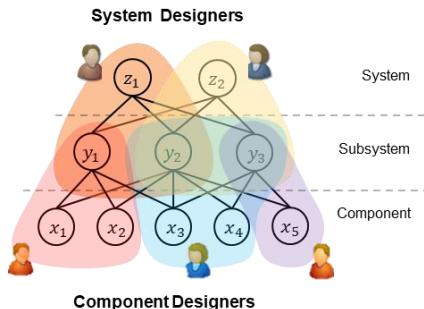
# Content

- Solution Spaces
- Solution Space Engineering
- Mini Tutorial

# Talks about SSE @ DSM conference 2020

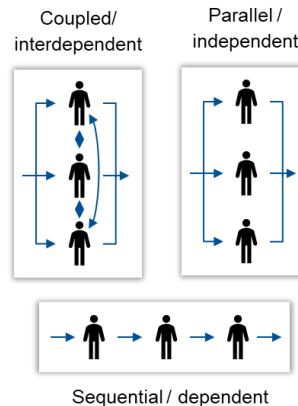
## A Role-Activity-Product Model to Simulate Distributed Design Processes

Wöhr, Ferdinand; Königs, Simon; Ring, Philipp;  
Zimmermann, Markus



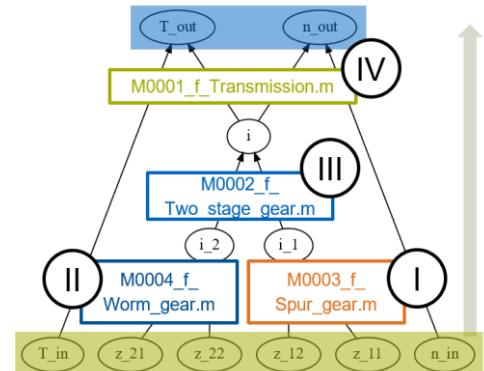
## Optimizing Distributed Design Processes for Flexibility and Cost

Daub, Marco; Wöhr, Ferdinand; Zimmermann, Markus



## Sequencing of Information in Modular Model-based Systems Design

Rötzer, Sebastian; Rostan, Nicky; Steger, Hans Christian;  
Vogel-Heuser, Birgit; Zimmermann, Markus



Wed, Oct. 14th: Process Architecture  
10:15 USEDT

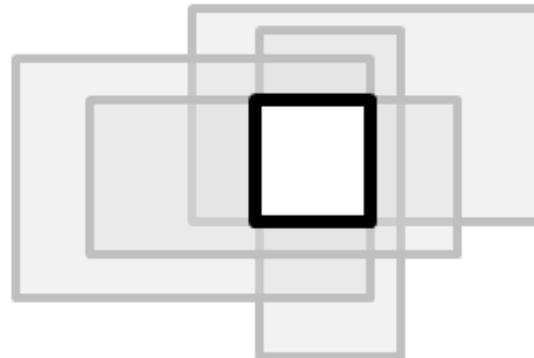
Wed, Oct. 14th: Product Architecture  
11:45 USEDT

# Summary

- Circular dependencies can be avoided by strict separation of top-down and bottom-up view.
- Requirements formulated as solution spaces enable independent design work.
- Applicable to any system with available bottom-up mappings.

Limitations:

- Requirements often not available
- Models not available or expensive to build
- Loss of solution space



# Related Publications

- M. Daub, F. Duddeck, M. Zimmermann, **2020**. Optimizing Component Solution Spaces for Systems Design. Structural and Multidisciplinary Optimization, DOI:10.1007/s00158-019-02456-8.
- H. Harbrecht, D. Tröndle, M. Zimmermann, **2019**. *A sampling-based optimization algorithm for solution spaces with pair-wise-coupled design variables*. Structural and Multidisciplinary Optimization, online: <https://doi.org/10.1007/s00158-019-02221-x>
- M. Vogt, F. Duddeck, M. Wahle, M. Zimmermann, **2018**. *Optimizing tolerance to uncertainty in systems design with early-and late-decision variables.*, IMA Journal of Management Mathematics, DOI:10.1093/imaman/dpy003
- S. Erschen, F. Duddeck, M. Gerdts, M. Zimmermann, **2017**. *On the optimal decomposition of high-dimensional solution spaces of complex systems*. ASCE-ASME Journal of Risk and Uncertainty in Engineering Systems, Part B: Mechanical Engineering, DOI:10.1115/1.4037485
- M. Zimmermann, S. Königs, C. Niemeyer, J. Fender, C. Zeherbauer, R. Vitale, M. Wahle, **2017**. *On the design of large systems subject to uncertainty*. Journal of Engineering Design, vol. 28(4), pp. 233-254
- J. Fender, F. Duddeck, M. Zimmermann, **2017**. *Direct computation of solution spaces for crash design*. Structural and Multidisciplinary Optimization, vol. 55(5), pp. 1787-1796
- L. Graff, H. Harbrecht, M. Zimmermann, **2016**. *On the computation of solution spaces in high dimensions*. Structural and Multidisciplinary Optimization, vol. 54(4), pp. 811-829
- M. Eichstetter, S. Müller, M. Zimmermann, **2015**. *Product Family Design Using Solution Spaces*. Journal of Mechanical Design, vol. 137(12), p. 121401
- J. Fender, L. Graff, H. Harbrecht, M. Zimmermann, **2014**. *Identifying Key Parameters for Design Improvement in High-Dimensional Systems with Uncertainty*. Journal of Mechanical Design, vol. 136(4), p. 041007
- J. Fender, F. Duddeck, M. Zimmermann, **2014**. *On the calibration of simplified vehicle crash models*. Structural and Multidisciplinary Optimization, vol. 49(3), pp. 455-469
- M. Zimmermann, J. Edler von Hoessle, **2013**. *Computing Solution Spaces for Robust Design*. International Journal for Numerical Methods in Engineering, vol. 94(3), pp. 290-307
- M. Lehar, M. Zimmermann, **2012**. *An inexpensive estimate of failure probability for high-dimensional systems with uncertainty*. Structural Safety, vol. 36-37, pp. 32-38.

Thank you for your attention!



Plan – Design – Build



# Backup

# Definitions

A **solution space** is a set of **good designs**, i.e., designs that satisfy all requirements. Formally, for a design problem with

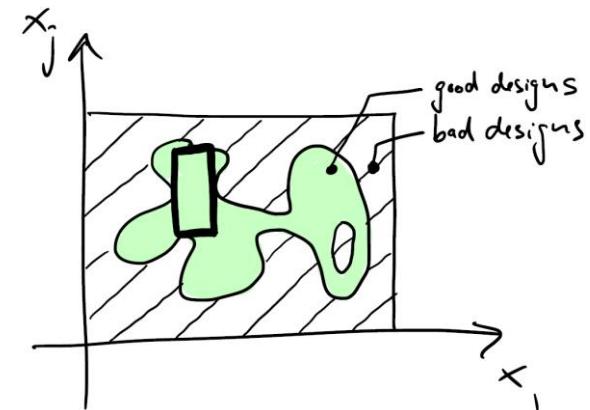
- (1) design variables  $x = (x_i)$ ,
- (2) performance  $y = (y_j)$  and  $y_j = f_j(x)$  and
- (3) requirements  $y_{jl} \leq y_j \leq y_{ju}$ ,

a solution space  $\Omega$  satisfies:  $y_{jl} \leq f_j(x) \leq y_{ju}, \forall x \in \Omega$ .

The **complete solution space** is the set of all good designs.

A **box-shaped solution space** is a solution space expressed as product of permissible intervals  $\Omega = [x_{1l}, x_{1u}] \times \dots \times [x_{dl}, x_{du}]$

A **design space** is the set of all designs considered in the design problem.

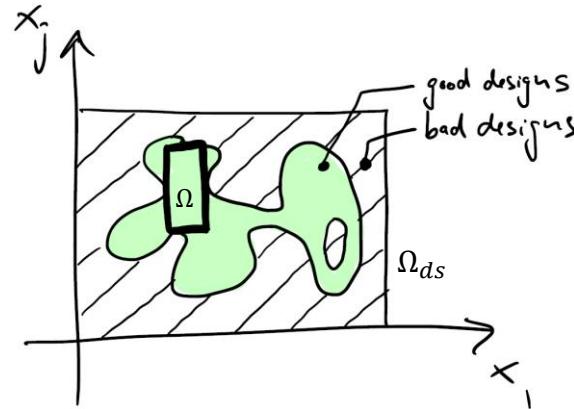


# Problem Statement for Box-shaped Solution Spaces

For given output functions  $f_j(\mathbf{x})$  and associated requirements=constraints  $f_j(\mathbf{x}) \leq y_{jc}$ :

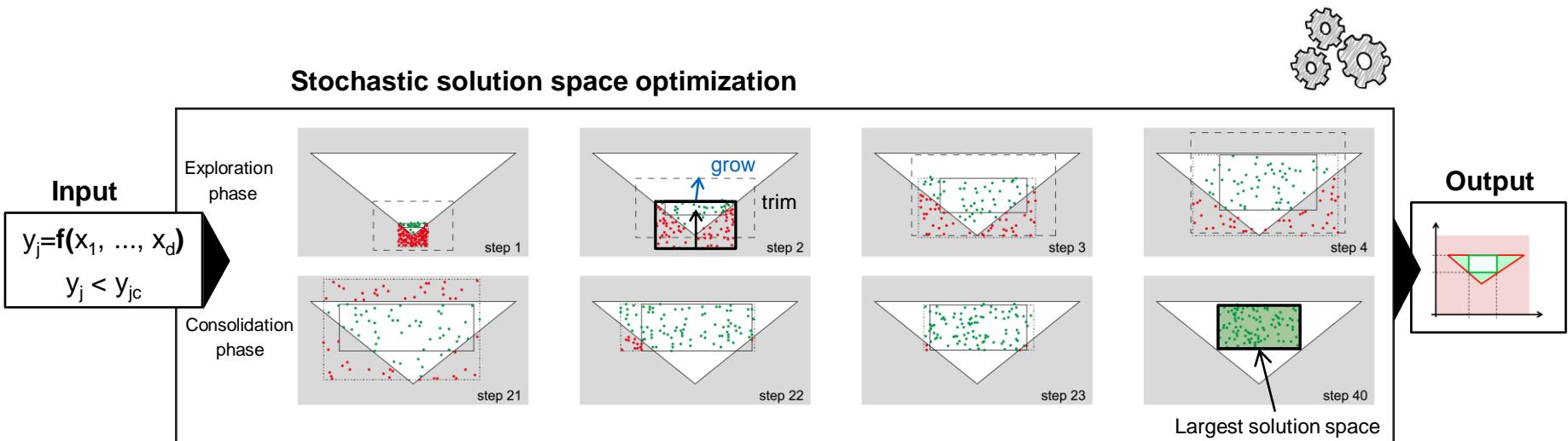
$$\begin{aligned} & \max_{\Omega} \mu(\Omega) \\ \text{subject to: } & f_j(\mathbf{x}) \leq y_{jc} \quad \forall \mathbf{x} \in \Omega \end{aligned}$$

$$\begin{aligned} \Omega &= [x_{1l}, x_{1u}] \times \dots \times [x_{dl}, x_{du}] \subseteq \Omega_{ds} \\ \mu(\Omega) &= (x_{1u} - x_{1l}) \dots (x_{du} - x_{dl}) \end{aligned}$$



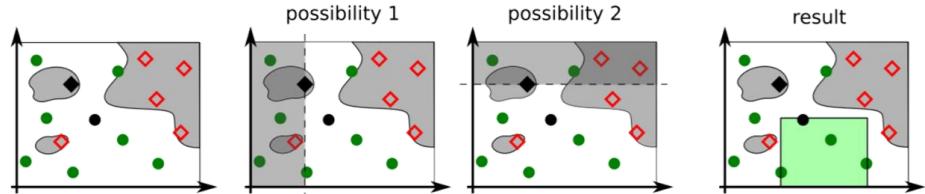
- The general problem may be arbitrarily non-linear, non-convex, not simply connected, ...
- How to detect bad designs in your solution space?

# Stochastic Iteration – Overview



- Algorithm uses iterative stochastic sampling and modification.
- Solves arbitrary high-dimensional and non-linear problems, e.g., 100d crash problem.

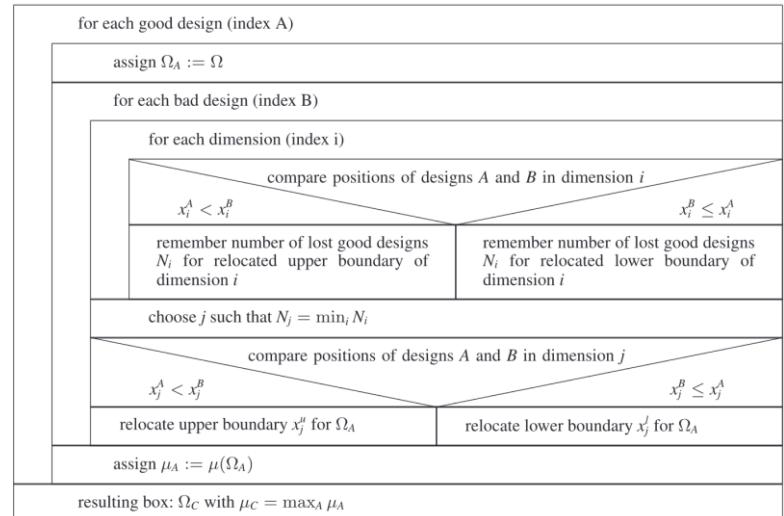
# Stochastic Iteration – Trim



## Modification step A / Trim:

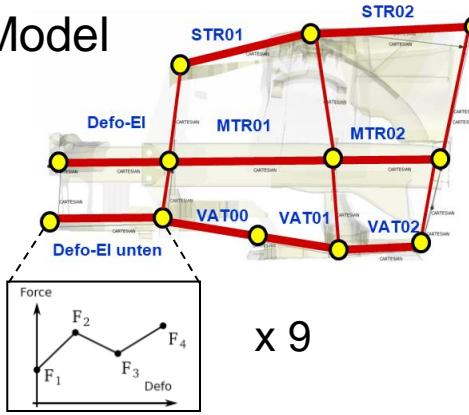
- Input: candidate box with sample data  $[y_A, x_A]$
- Output: new candidate box with all bad sample points removed
- $A, B = 1, \dots, N$  are sample indices
- Loop 1 over good designs
- Loop 2 over bad designs
- Loop 3 over design variables to find least painful boundary relocation (i.e. least loss of good sample points)

## Modification step A: Trim



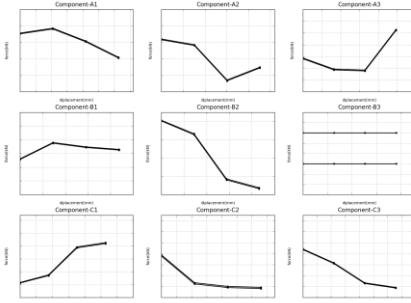
# Stochastic Iteration – 36 design variables

## Model

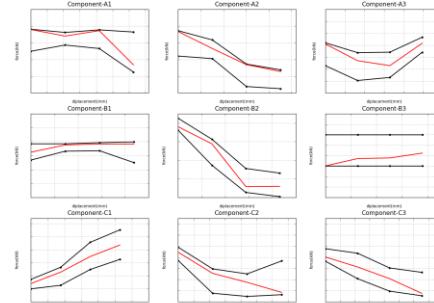


- Each force-deformation characteristic  $F(s)$  is represented by 4 support points
- Algorithm converges after 200 iterations  
→  $\sim 10^5$  function evaluations

## Exploration of the design space

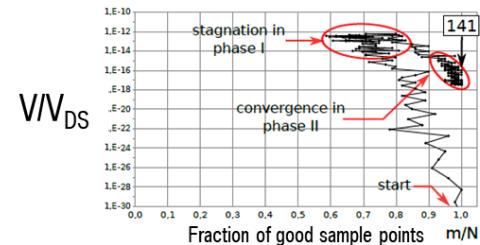
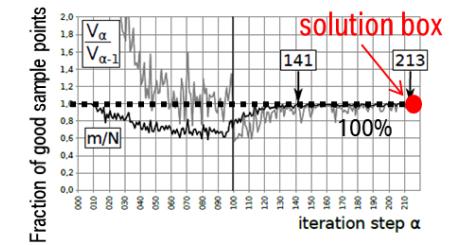
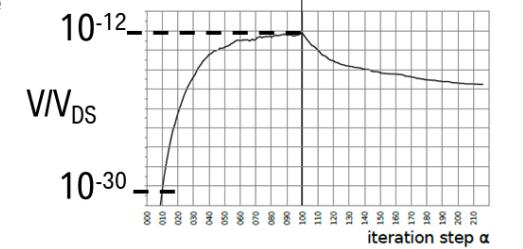


## Sampling a candidate space

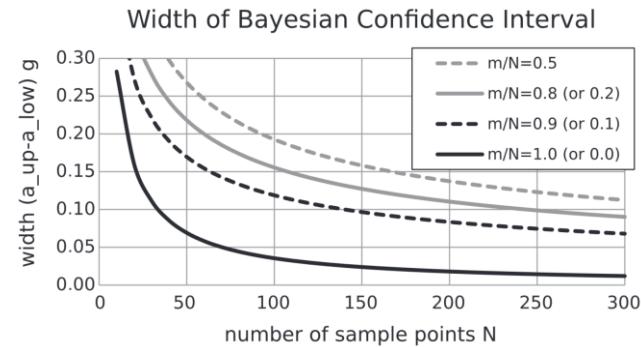
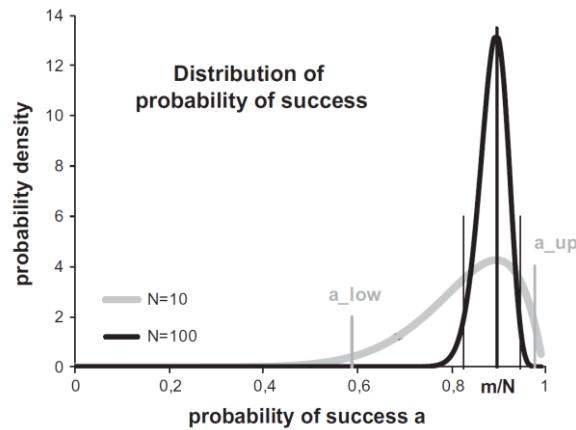
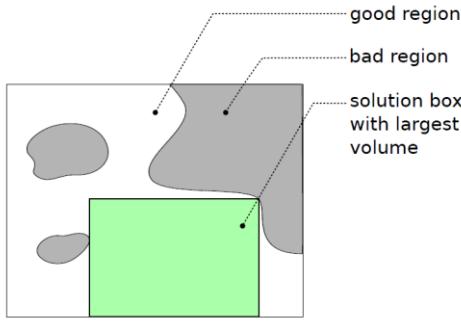


Candidate Solution Space / Test variants

Exploration      Consolidation  
grow & trim      trim & converge



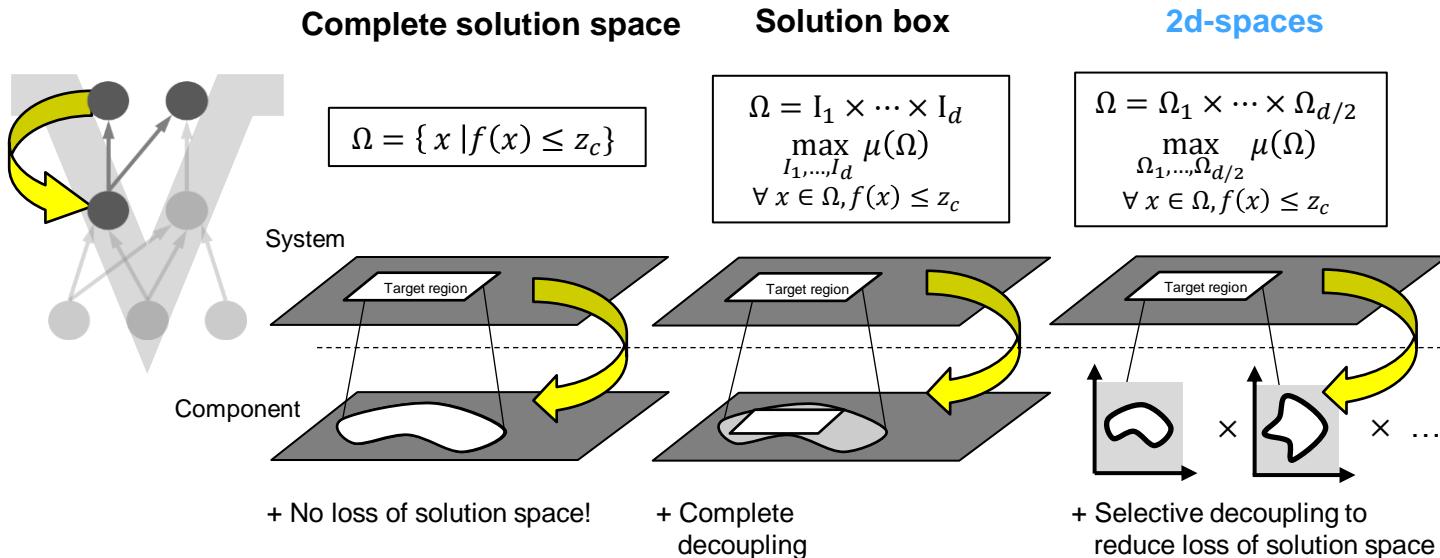
# How to Detect Bad Designs in a Candidate Solution Space?



from [2]

- A candidate box is probed by Monte Carlo sampling with  $N \sim 100$ .
- The probability density of the **true fraction of the good space  $a$**  is the beta distribution.
- $m/N < 1$ : There are bad sample points in the box → modify.
- $m/N = 1$ : Only good sample points →  $P(97\% < a) = 95\%$
- This is independent of the number of dimensions!

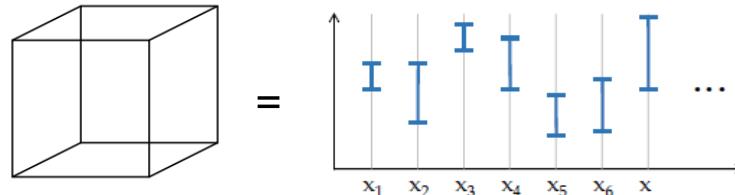
# Top-down Mappings



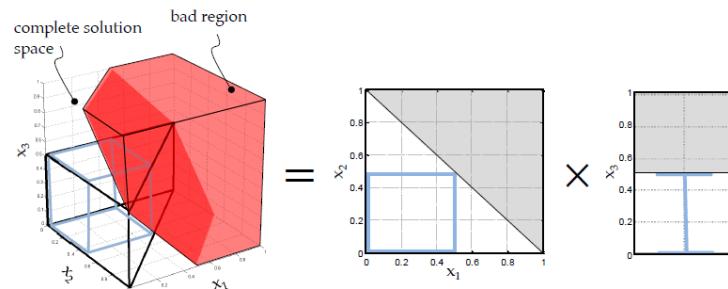
- Map permissible performance values onto regions of design variables = many designs.
- Need to carefully balance (1) decoupling and (2) loss of solution space.

# 2d-Spaces – Underlying Idea

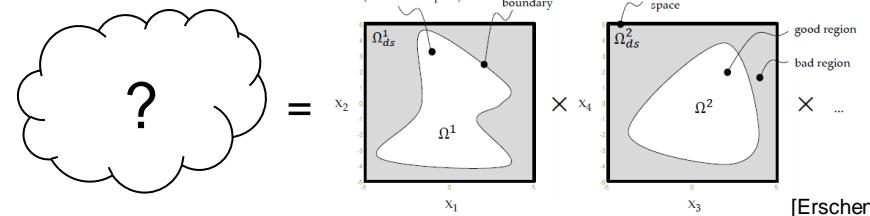
- Product of intervals = box



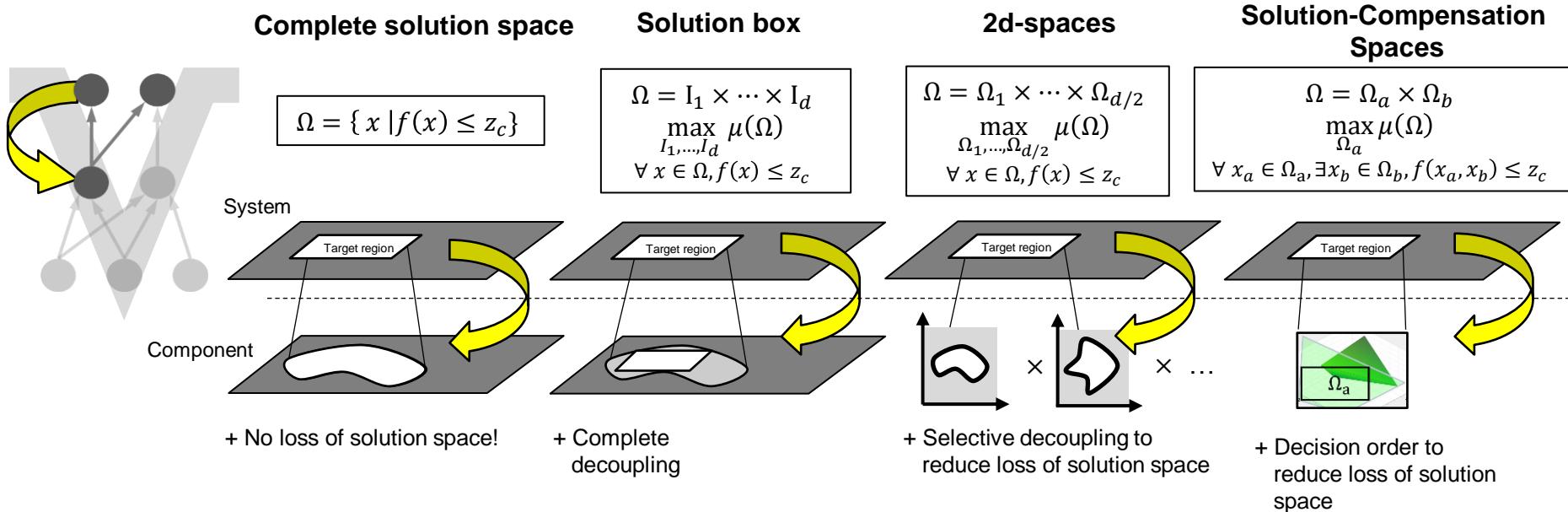
- Interval x 2d-space



- Product of 2d-spaces

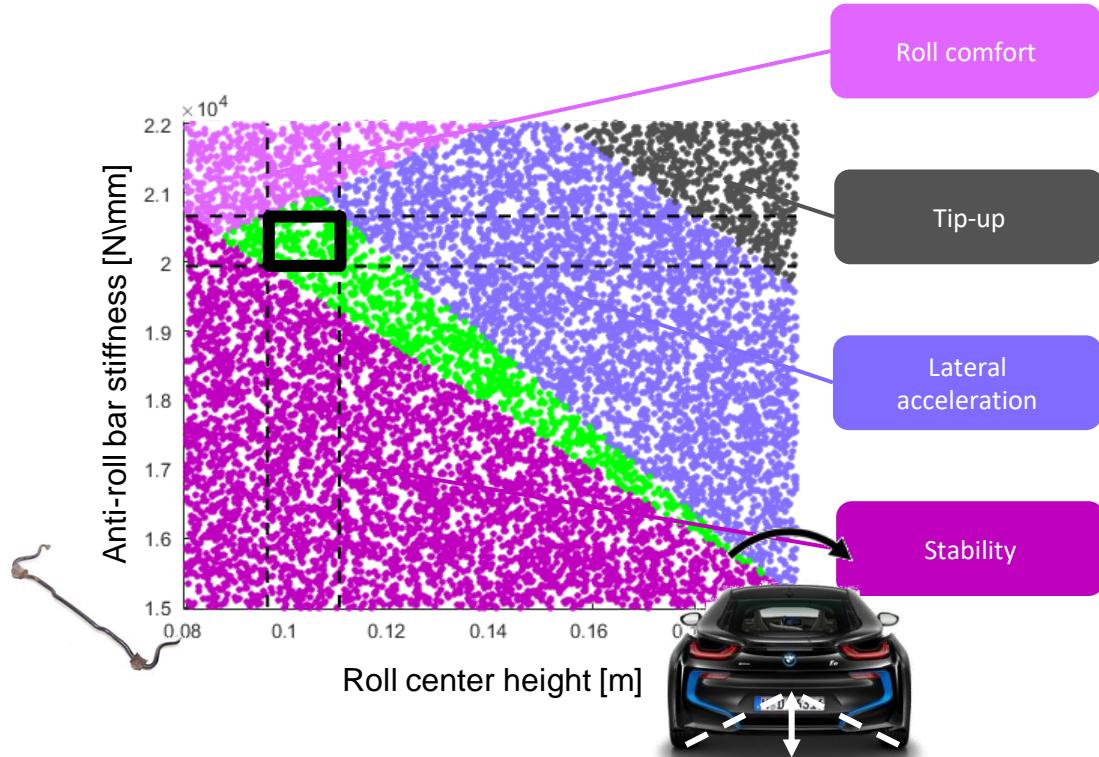


# Top-down Mappings

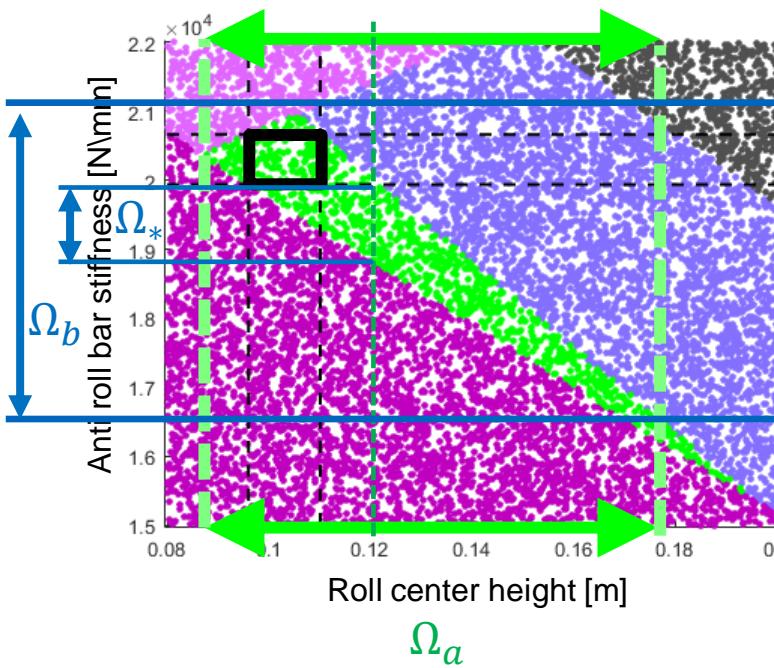


- Map permissible performance values onto regions of design variables = many designs.
- Need to carefully balance (1) decoupling and (2) loss of solution space.

# Solution-Compensation Spaces



# Solution-Compensation Spaces



May assume any value in their intervals

Early decision variables  $x_a$

Early decision variables  $x_c$

Have to be able to assume any value in their intervals



## Problem statement

For given

- (1) output functions  $f_j(x_a, x_b)$  and
- (2) associated requirements  $f_j(x) \leq y_{jc}$
- (3) compensation space  $\Omega_b$

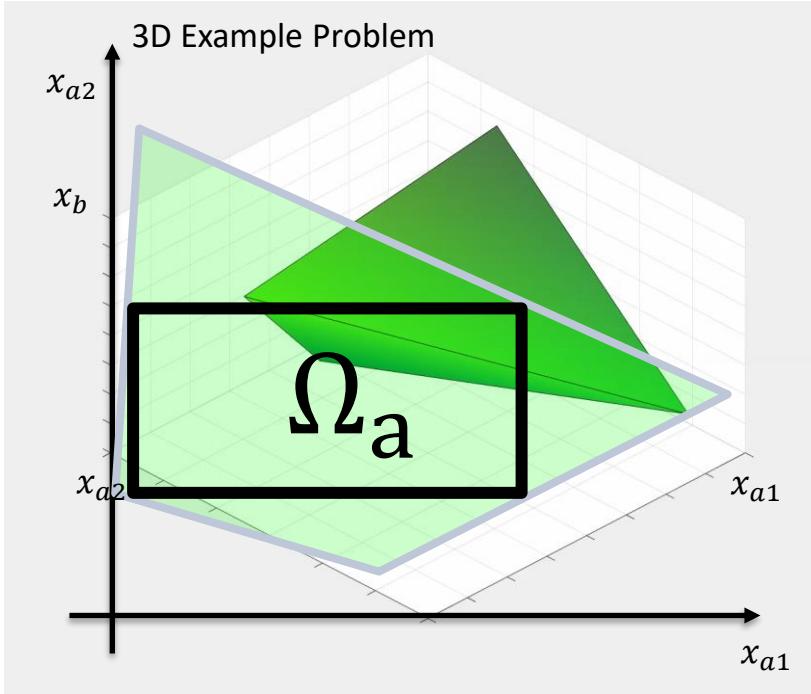
$$\max_{\Omega_a} \mu(\Omega)$$

$$\forall x_a \in \Omega_a, \exists x_b \in \Omega_b, f_j(x_a, x_b) \leq y_{jc}$$

$$\Omega = \Omega_a \times \Omega_b$$

[courtesy of BMW, Vogt]

# Solution-Compensation Spaces – Projection



## Problem statement

For given

- (1) output functions  $f_j(x_a, x_b)$  and
- (2) associated requirements  $f_j(x) \leq y_{jc}$
- (3) compensation space  $\Omega_b$

$$\max_{\Omega_a} \mu(\Omega) \\ \forall x_a \in \Omega_a, \exists x_b \in \Omega_b, f_j(x_a, x_b) \leq y_{jc}$$

$$\Omega = \Omega_a \times \Omega_b$$

LINEARITY

$$f_j(x) = \sum_i A_{ji} x_i \leq y_{jc}$$

$$\max_{\Omega_a} \mu(\Omega_a) \\ \forall x_a \in \Omega_a, \sum_i A_{a,ji}^* x_{a,i} \leq y_{jc}$$

$$\Omega = I_1 \times \dots \times I_d$$

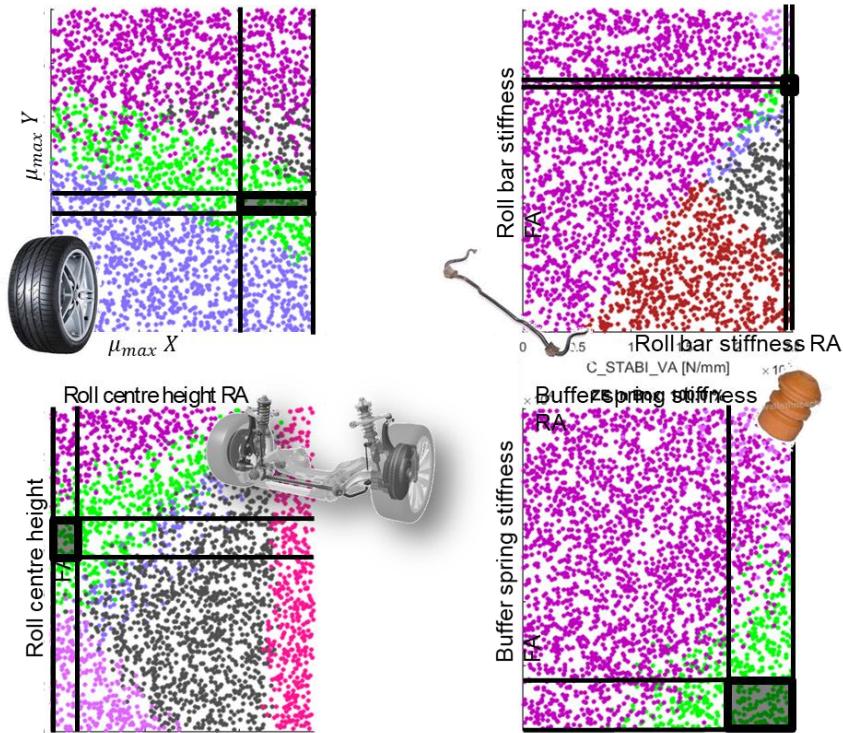
[courtesy of BMW, Vogt]

# Example 8: Vehicle Dynamics Design

**Chassis design problem with**  
linear performance function  
8 design variables  
6 requirements



Initial box-shaped solution space



[courtesy of BMW, Vogt]

# Example 8: Vehicle Dynamics Design

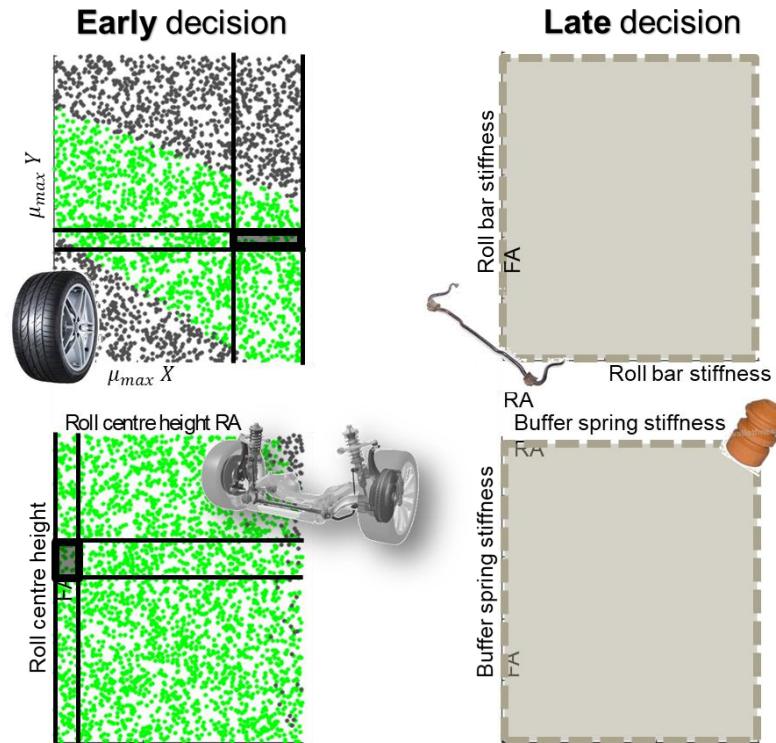
**Chassis design problem with**  
linear performance function  
8 design variables  
6 requirements



Initial box-shaped solution space (type a)



Compensation Space (type b)



[courtesy of BMW, Vogt]

# Example 8: Vehicle Dynamics Design

**Chassis design problem with**  
 linear performance function  
 8 design variables  
 6 requirements



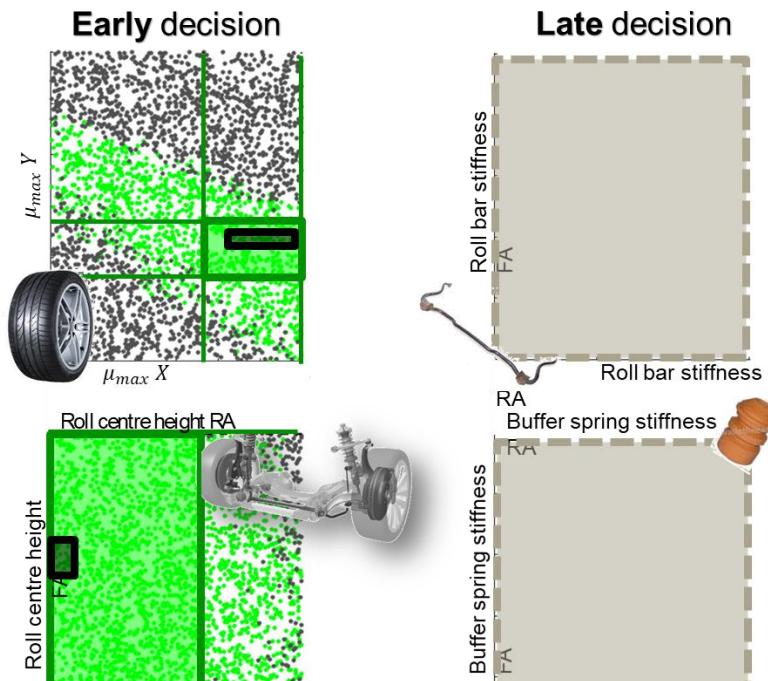
Initial box-shaped solution space (type a)



Compensation Space (type b)



Box-shaped solution space (type a) in  
 projected area



# Pictures

fotolia.com, shutterstock.com, iStockphoto.com  
BMW, Munich