

WAGEN EINS

BETTER HABITS-
MICHAEL KOPATZ
EXPLAINS HOW
ECO-ROUTINE
WORKS

BETTER DRINKING-
FEMALE WINE-
MAKERS FROM
RHINE AND MOSEL
ROCK THE MARKET

THE DEUTSCHE BAHN MAGAZINE
FOR BUSINESS TRAVELLERS



NO NEED TO WORRY

OPPORTUNITY OR THREAT? AN
OPEN COMPANY CULTURE IS REQUIRED
FOR DIGITALISATION TO SUCCEED

GOOD IDEA

A new information display

Many small lights distributed over a large area or arranged as luminous arrows and symbols to point us in the right direction – we've long been familiar with that. But the points of light that came into operation recently as part of a pilot project at the Stuttgart-Bad Cannstatt station are really new. Benjamin Westerheide und Vincent Genz, the two founders of "Siut Lichtfaserbeton", the Berlin-based start-up company, had the idea of introducing optical fibres into concrete and, most notably, feeding them with additional information. They built 670 slabs of concrete, integrated with over 2,000 LEDs with

14,000 points of light, along the 210-metre length of the station platform. These little threads of light turn the platform into a display. A few minutes before the train arrives, pulsing white arrows show the stop position of the train, marked in yellow, or show the precise position of the doors as white areas. By assessing video data, the wagons which still have free seats available can be displayed. With support from the Deutsche Bahn (DB MindBox) start-up programme, this technology is to be developed and made suitable for practical application until it works effectively.

CLEVER CONCRETE

The inventor and founder of the Berlin-based Siut Lichtfaserbeton start-up company, Benjamin Westerheide, has developed concrete that displays useful symbols with optical fibre. siut.eu



All aboard

EDITORIAL

"IN FUTURE EMPLOYEES SHOULD HAVE GREATER FREEDOM IN ORGANISING THEIR BUSINESS TRIPS. COMPANIES WILL ALSO BENEFIT FROM THIS."

DEAR READERS,

As the world of work is changing, so are the demands on mobility and business trips. Instead of company cars, a mix of different transport modes is often the better option. In large cities a bus or train will often get us to our destinations faster – and in good weather we can also hire a bike.

Employees on business trips want greater freedom of choice. While some would prefer a traditional hotel, others would rather have a business apartment. With the "driversity" initiative launched by the DB (more information found on page 5), employees should in future have more freedom in organising their business trips.



Hardly any companies are not involved with digitalisation today. It enables economic conditions to change at an increasingly faster rate. In order to be able to work successfully in future, a radical change is taking place in the culture of many companies. Find out more about this on page 16.

Digitalisation is also affecting us and – after this edition – our magazine will no longer be available in printed form. Instead we will be compiling the contents of Wagen Eins online and informing and entertaining you digitally about current topics on our website.

Yours sincerely,
Karina Kaestner, Head of DB Corporate Sales



FIND US ONLINE

The current print edition of WAGEN EINS is also available on the Internet or via the ICE portal. There you will find content updated every month. wagen-eins.de

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IMPRINT

Publisher: Deutsche Bahn AG
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CHRISTOPH MARIA HERBST

Mr Herbst, what's your favourite route on Deutsche Bahn?

From Cologne to Hamburg. The good old IC runs on this route – and the train is the better alternative to the bumpy A1 motorway with all its traffic jams.

Where is your favourite place to sit?

In an ICE, I like the quiet zone. Otherwise I am always happy in the on-board restaurant; penne with tomato and feta sauce with a glass of Riesling wine. Any more questions?

What do you always have in your suitcase?

A notebook. Many a good idea comes to me when I am in an idle state in the train – and then I like to write them down immediately.

What do you do to occupy yourself en route?

I like to speak my colleagues' script lines onto my mobile phone and then I speak my own lines later in the gaps – this works very well in fast dialogues like those in Sönke Wortmann's new film "Der Vorname", which is due to appear in cinemas in October.

In your opinion, what's the perfect journey time?

It's just right if I feel happy, well-fed and alert at the end of the journey.

Do people ever come up to you when you travel?

Most of them smile when they ask "Aren't you ...?" I then smile back and that already answers the question.

VITA: Christoph Maria Herbst, 52, actor, audio book and voice-over speaker, became well-known with his role in the "Stromberg" comedy series, for which he was awarded the Grimme Prize in 2006. He can soon be seen in the new film "Der Vorname" by Sönke Wortmann, and from November onwards in "Deutsch-Les-Landes", a new Telekom (Entertain TV) series.

Rail & co.

BUSINESS FLEXIBLE FARE NOW ALSO AVAILABLE ON 2ND CLASS

As of now, passengers who are part of the "bahn.business" business customer programme can also book the new Business flexible fare tickets for 2nd class. This rate has an extended validity of nine days – one day before and seven days after the selected travel date. Unused tickets can be cancelled free of charge within a six-month period. They include seat reservations along with the City Ticket and business customer discount which can be combined with the BahnCard Business 25 and 50. bahn.de/flexpreis-business

COMFORT CHECK-IN NOW AVAILABLE ON ALL ICE ROUTES

Business customers can now check in with a mobile phone or online ticket themselves through the DB Navigator app, with seat reservation on all ICE trains. This means that any checks by the train conductor are no longer necessary. Should this prove successful in the now prolonged test programme, it will be extended to other types of tickets from 2019 onwards. bahn.de/komfortcheckin

72,000

KILOS OF PAPER. THAT'S 72 TONNES THAT TRAVELLERS SAVED IN 2017 BY BOOKING 14.7 MILLION MOBILE PHONE TICKETS THROUGH THE DB NAVIGATOR – EQUIVALENT TO 40,000 BOOKINGS EVERY DAY. BAHN.DE/NAVIGATOR

LONG-DISTANCE

More ICE Sprinters ready to go – from Berlin to Munich

The new Berlin to Munich high-speed rail line inspires more and more people to switch over to the train. A good three million travellers have already used this route since its opening in December 2017, and the demand is steadily increasing. Every day Deutsche Bahn sells an average of 15,000 tickets for connections along this route, which connects the two cities in a journey time of less than two hours – that's two hours faster than before. This makes the train a genuine alternative to flying or driving. Because business travellers are happy to often use an ICE Sprinter, as it reaches speeds of 300 km/h and makes fewer stops than the regular ICE, Deutsche Bahn is increasing the number of Sprinters on the route by two pairs of trains for the new timetable in December 2018. In future the ICE Sprinters will then be linking Berlin and Munich in under four hours, five times a day in each direction and with departures at 6.00, 8.00, 12.00, 16.00 and 18.00 at the central stations in Munich and Berlin; these are the best times for business travellers.

The ICE 4 is currently being prepared and tested for the new route. Bicycles can also be taken along on the train. There is also a new direct train to link Berlin, Halle, Nuremberg and Vienna planned for the new timetable. This will be making the first international connection along the new route – and taking travellers to their destinations a good 30 minutes faster than before.



PHOTOS: CHRISTIAN HARTMANN, PLAINPICTURE, DB AG

Active involvement in professional mobility

How will employees be travelling in future when they are away on business? And how can attractive employers succeed in integrating mobility in their day-to-day company activities? To develop solutions to questions such as these in future, teams from more than 60 companies have combined their efforts in the



"diversity" network initiative. Its objective is to develop sustainable and flexible mobility solutions together that reach beyond the traditional company car. This should enable business trip regulations to be individually adapted to employees' needs and preferences, where accommodation and travel, as well as modes of transport, are taken into account. diversity.de

ON EVERYONE'S LIPS

Digital assistants

WHAT IT MEANS:

Your name is Alexa, Google Assistant or Cortana and you speak to us by smartphone, smartwatch or smart loudspeaker. You remind us of appointments, turn the light on in the kitchen or play our favourite music. But you are not embarrassed to speak up when we ask you "Do you love me?" or "Can you tell us a joke?". Digital assistants are already well-received among early adaptors, the technically-savvy first users of new technologies. With their constantly improving artificial intelligence, they understand our instructions and questions and respond to them. Siri from Apple was the first, and we have been able to speak to that personal assistant by iPhone since October 2011. Then Amazon continued to pave the way with Alexa, which has been able to speak to us through a smart loudspeaker since 2015 in the USA and 2016 in Germany. Many smarthome devices can now be operated by voice command this way, including lamps, locks, televisions and vacuum cleaner robots.

WHAT IT REALLY MEANS:

The smartphone steals the last minutes of the day from us when our brains could finally relax – in the underground railway, when dozing in waiting rooms or in our breaks. Now even the time when our hands are too occupied to operate our smartphones is also taken up, when we cook or drive, for example. But these helpers actually also provide us with such good services that their advance can hardly be stopped. The next steps will be when Alexa and its like provide context-sensitive information by, for example, telling us where we are when the ICE stops in Bremen and answering users' questions such as "Where can I eat well here?" – and soon whole discussions will be possible. Google's planned new Duplex assistant has already reserved a table at a restaurant by telephone – and the person who answered the phone didn't even notice who was calling!

LIGHT AND FULL-FLAVOURED

A young generation of female winemakers is stirring up the market with its wines. In the process, the women are happy to discover old grape varieties from the region and focus on a moderate alcohol content.



ELEVEN PER CENT

Eva Vollmer from Rheinhessen likes white wines that leave a lasting impression on the palate, even with an eleven per cent volume of alcohol. She is devoted to the pinot blanc grape, from which she produces light, elegant organic wines. evavollmer-wein.de

She is already in the vineyard at five o'clock in the morning. How ripe is the Riesling grape? What do the grapes look like? The hot spell has occupied Eva Vollmer for months now. "The grapes are three weeks further ahead than last year," she says, as she cuts out the grapes with yellow areas here and there. "The yield this year is less, but it could become a very good vintage."

Twelve hours later, the 36-year-old will be receiving more than 100 guests, who have come to Mainz-Ebersheim for the "wine picnic", in the garden of her house. Word has got around that she makes good wines since she was selected as the discovery of the year in the 2010 Gault Millau restaurant guide. Her speciality is a low alcohol content. "Eleven per cent is the figure people like to drink on the terrace," she says. But light-footed does not mean light. The wine must still have depth."

That is her trademark. Fresh, also fruity - but always with a full flavour. She has been working on this for ten years, since she took over the vineyard from her parents, reduced the number of grape varieties and thinned out the vines. Everything from the beginning. Everything under her own name. "The man always used to be the figurehead of the vineyard, but that's changed in the last few years."

The occupational image of a vintner, which has been dominated by men over many decades, is currently shifting. And not just in the Rheinhessen region, also in the Mosel, where more and more often the daughters take over the

A GOOD NOSE ... That's what Lisa Bunn from Nierstein has proven to date (seen here with her husband Bastian Strebel). Her wines often get good reviews - the 2017 Sauvignon Blanc vintage, for example, was given 93 points out of 100 by the "Fallstaff" magazine. Some elegant pinot noir wines are also maturing in her cellars. weingut-bunn.de



A MATTER OF CHARACTER

Lena Endesfelder (photo above) and Katharina Wechsler make wines that they are happy to drink themselves. Ms Endesfelder, German Wine Queen 2016/2017, concentrates on the maturation of Riesling in the Mosel region, Ms Wechsler from Rheinhessen has rediscovered the old Scheurebe variety which also inspires gastronomes throughout Germany.

weingut-endesfelder.de
weingut-wechsler.de

parental operation and put their stamp on a previously unknown vineyard. This has inspired the filmmaker, Christoph Koch, to portray the women in this industry. His documentary about female vintners is called "Female wines. The first generation" and it follows their work on a single vintage (to be broadcast in 2019).

Katharina Wechsler is also one of the faces of the new female vintners alongside Eva Vollmer. Most of them focus on organic cultivation without deploying chemical pesticides, reduce their yields in favour of quality and rediscover old grape varieties. Ms Wechsler is particularly closely devoted to the Scheurebe variety from Rheinhessen. It used to be "drunk sweet" but is also suitable for dry wines. "It has a big nose, smelling of fresh aromas such as grapefruit or currants and is especially popular in the hotel and catering industry."

The Scheurebe for wines is perhaps what India Pale Ale is for beer aficionados – an aromatic bomb, but not one that comes with lots alcohol. A certain freshness combined with a crisp acidity is also a key feature of the Riesling wines that Lena Endesfelder, 25, produces in the Mosel region. As the German Wine Queen, this graduate in oenology travelled



the world in 2016. But what's even better than talking about wines is making them herself, under the conditions that the steep slopes of the Mosel bring with them. "It is hard work, but I love being there in the early morning and looking down into the valley."

Lisa Bunn has also taken over her parental vineyards in Nierstein am Rhein and extended them since then with plenty of wine-lover's enthusiasm. A hectare of cultivation is added there each year. But it is not quantity, but quality that is her overriding objective. Above all, it is the Riesling wines from the "Red Slope" in Nierstein that have done it for her. "The earth there contains plenty of red slate which gives the Riesling a spicy, mineral character. That's what makes it unique."

Do women make wine differently than their male colleagues? Eva Vollmer would have answered this question differently a year ago. The project began with the five female vintners and their work being followed with cameras (see wein-weiblich.de). "At the time I thought that we women were more emotional in our winemaking than men. But that isn't actually true. We tend to be more perfectionist, we want to get everything 100 per cent right." The fact that female vintners had experienced plenty of media attention over the last few years may have been good for the marketing, says Eva Vollmer. "But it's always the liquid proof that counts in the end."

PHOTOS: YASMIN EMMEL, DANIELA MOHR (2), ANGELIKA STEHLE, MANFRED KLIMEK, PR (5)

Well camouflaged

DEFY THE ELEMENTS IN AUTUMN AND STILL LOOK GOOD: THESE STYLISH FASHION ITEMS SKILFULLY HIDE THEIR QUALITIES AS OUTDOOR HEROES.



OUTDOOR HERO

Anyone who hangs their mobile round their neck with this "Phone Necklace" will never leave it behind anymore – and has their hands free for more important things than phoning. €23. xouxouberlin.com



HUNTING COMRADE

This "Farrow Fall Green" coat from fashion designer Nili Lotan, born in Israel, shows a fighting spirit. Every woman is armed with it, whether they elegantly appear in the city or in the country. Stars such as Gigi Hadid and Kendall Jenner are fans of Nili Lotan's smart fashion. €1,065. onlyanita.com



TRAVEL COMPANION

From the outside, the "Bryan Travel Backpack" looks like a rucksack from the 1930s. But it's a modern weekend bag with room for a laptop and a belt system that allows it to shrink to hand luggage size for flights. €350. thepropertyof.com



PROTECTIVE LAYER

A chic business suit that also forgives you if it gets dirty on an outdoor trip or a day full of appointments: with its special woollen fabric, the "Washable Suit" from Hugo Boss can be machine-washed, and there's no need to take it to the dry cleaners. €680. hugoboss.com



A SPRING IN YOUR STEP

A sneaker that looks good and protects your ankles: the "Air Jordan" does both. The problem is that you may prefer to collect these chic models instead of wearing them. From €120. store.nike.com/de

Advancing into the digital future

THROUGH DIGITAL TECHNOLOGIES, THE WAY WE MOVE FORWARD IS CHANGING JUST AS FAST AS COMMUNICATION AND PRODUCTION. YOU CAN FIND OUT HERE ABOUT THE NEW PROJECTS AND PRODUCTS THAT DEUTSCHE BAHN IS USING TO SHAPE THE TRANSFORMATION.



Thought about, talked about, done

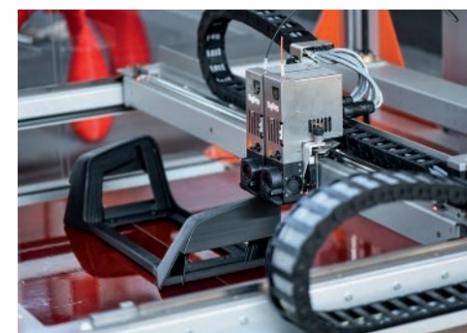
Deutsche Bahn is extending its digital offer step by step, by developing new functions and products and improving existing services. Digital projects are being realised in all the business areas of DB. Prototypes for new customer solutions and digital business models are being developed together with start-up companies,

in the “DB mindbox” in Berlin for example. Other examples are the “DB Mobility Lab” (d.lab) in Frankfurt or the DB System “Skydeck”. Deutsche Bahn is opening itself up for stimuli from inside and outside with events for developers and software engineers (so-called „hackathons“) [deutschebahn.com/en/Digitalization](https://www.deutschebahn.com/en/Digitalization)

PHOTOS: ADOBE STOCK, DB AG (3)

Right up your street

Consistently increasing traffic sets ever more frequent limitations to individual transport. Yet many people still don't want to give up on the comfort of their own car. Now the DB has developed a system that should be just as comfortable – but more environmentally friendly. With “ioki”, public transport is to be accessible at any time, be that in the cities or in the country. The very first autonomously travelling public bus is on its way through the streets in Bad Birnbach in Bavaria. Since July 2018, ioki has also been offering an individual shuttle service in the north in cooperation with the Hamburg-Holstein transport services. This can be ordered by app and takes passengers right to their front door on flexible routes at the local transport rate. [ioki.com](https://www.ioki.com)



GREATER PRINT CAPABILITY
DB Schenker is the first worldwide logistics service provider to offer its customers a 3D printing service. They can upload patterns, select materials and colours, call up prices and order the prints. And the demand is great, especially for spare parts that are difficult to get hold of. With 3D printing these

can now be produced at short notice, precisely where they are needed. This saves on transport distances and waiting times and conserves stock levels. In the Deutsche Bahn “Mobility goes Additive” network, companies from many different industries have come together to build on their know-how. [mobility-goesadditive.com](https://www.mobility-goesadditive.com)

Staying in contact

The whole ICE fleet already has a powerful WiFi system in place that can be used by people travelling first and second class. What's new here are information packages with the latest news and local offers such as tourist attractions along the route. Deutsche Bahn is also extending the WiFi network into the regional areas. [ICEportal.der](https://www.ICEportal.der)

THE PERFECT ROUTE FOR THE BEST PRICE

The digital “Qixxit” travel planner combines different modes of transport and transport providers to find the best routes – and train journeys, flights and long-distance coach connections can also be combined with this programme. It enables totally new and favourable connections – even to places that have not been so

easy to reach until now – also for nationwide travel and long distances. The teams from Qixxit are currently working on extending this cross-modal travel planner with additional features and modes of transport for the future. Travellers will soon be able to call up these services through an app. [qixxit.com/](https://www.qixxit.com/)



Staying informed

Just arrived at the platform, but the train is not displayed. What now? Am I in the right place? Has the train already left? Under the “PXR” project name, the DB now combines all travel information and makes it visible. This new multiple display – which shows the next three departures from the platform along with any deviations – is already installed in many stations.

EVERYONE WANTS TO LIVE IN AN ECO-MINDED WAY – YET THE BICYCLE IS OFTEN LEFT BEHIND. ENVIRONMENTAL SCIENTIST MICHAEL KOPATZ EXPLAINS HOW WE CAN BREAK THROUGH OUR HABITS OF **INERTIA** AND DO WHAT WE THINK IS RIGHT, WITH MORE ECO-ROUTINE.

Setting the trend for greater day-to-day environmental awareness. Michael Kopatz out and about on his bicycle, preferably in his home city of Osnabrück.



Mr Kopatz, what's the current position on environmental awareness among German people?

Better than you might think. 90 per cent of German people would like a commitment to climate protection and would also be willing to pay more for this. 80 per cent want fewer cars in the cities. Yet, in spite of car-sharing, in spite of more people travelling by train and public local transport, there have been more than five million additional cars on the road over the last ten years. Truck transport has increased by 30 per cent. Commuter journeys into the cities have also increased. CO₂ emissions have not decreased for ten years now, in spite of all the renewable energy and greater energy efficiency.

We are aware of this, but we don't act accordingly. Why is that?

We are fantastic at putting things off. All of us know about the climate problem, all of us know that we need to improve our CO₂ emissions to reach our climate goals. But no-one wants to make a start on their own. It's extraordinarily difficult to leave our cars behind. Many of us think "Why should I give it up now, when everyone else goes on doing as they always have done. It won't make a difference!"

So is the "responsible consumer" or the "sustainable company" just a myth?

We behave in a completely schizophrenic way. After 30 years of environmental education we still use cars and planes – albeit with a guilty conscience – today. **Or drive to the organic food shop in our SUVs for example.**

Exactly. Or there's the contradiction where we spoil our pets but, at the same time, we buy cheap meat from animals that have been kept under strictly regulated conditions. 90 per cent of Germans want meat that has been farmed ethically. But only two per cent actually buy it. I'm not accusing anyone. Moral discussions get us nowhere.

So you are advocating a new "eco-routine" – what do you mean by that?

That sustainable action becomes routine. We do most things without thinking about it. We drive to work or into town – or we use trains, buses or bicycles when it is faster or more convenient for us. For our routines to change, so we switch transport more often, the rules and standards need to change.

But who should change the rules?

Regions, municipalities and towns, for example, by actively promoting local public transport. No car driver will leave his or her car behind, just because it is good for protecting the climate. My uncle, for example, used to drive into town to work every day. He always had many good reasons why he couldn't take the bus and only began to think about making a change when the town created a bus lane and removed a car lane to make space for it. Over several weeks he noticed how the buses speeded past him in the daily traffic jams. Then he also took the bus.

So you're saying there's no lack of insight, but a lack of practical incentives?

"ECO-ROUTINE WORKS BY CHANGING THE STRUCTURES, NOT THE PEOPLE. THE IDEA IS THAT ELECTRIC DEVICES, BUILDINGS OR CARS WOULD ONLY BECOME MORE AND MORE EFFICIENT THROUGH NEW STANDARDS."

More than good intentions: Michael Kopatz also sees that companies have a responsibility towards sustainability. By encouraging company bicycles, for example, as alternatives to cars.

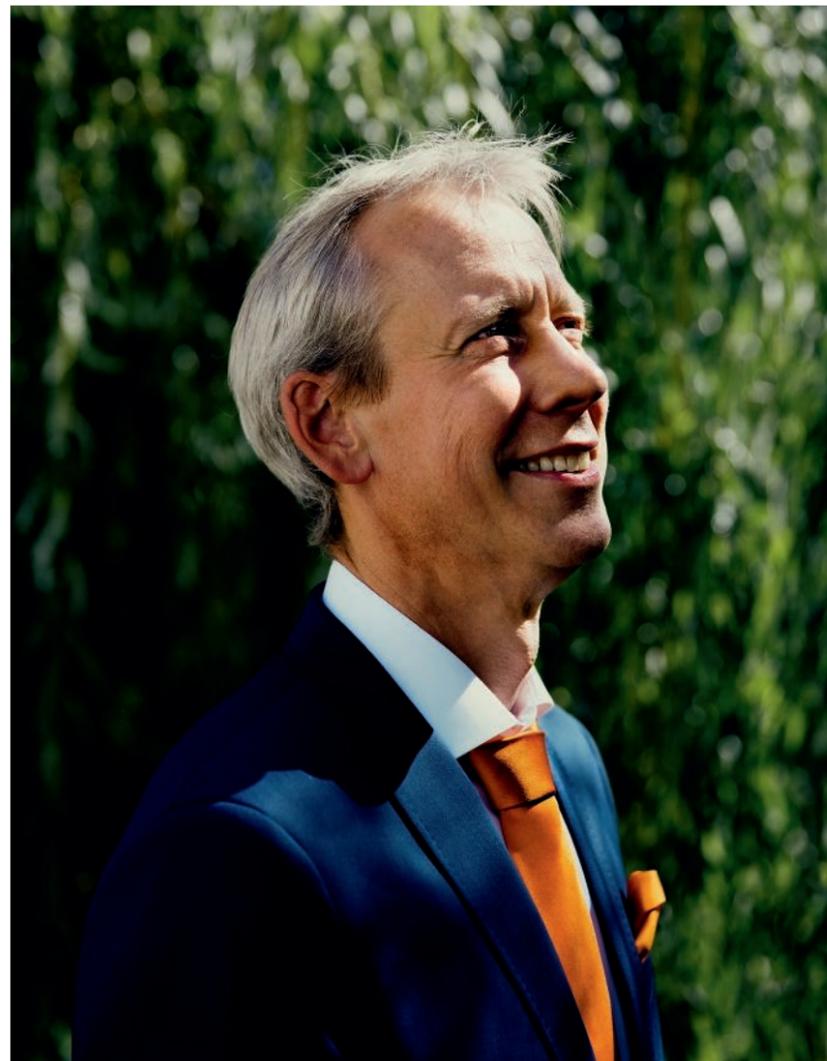
That's right. Structural changes such as new bus lanes or reductions in parking spaces ensure that more people make the change, because it's faster and more effective. We need such incentives because it is so difficult for many people to change their current routines. We also regain a certain quality of life in the towns and cities this way.

So can consumers achieve absolutely nothing on their own unless the system changes?

Anyone who wants to change something should commit themselves. They can campaign for traffic that's fit for the future, get involved in "parking days" or in "critical mass" bicycle meetings. The large demonstrations against the planned TTIP trade agreement already showed at the time that people can shake up the public together. The great thing about eco-routine is that it works and can make changes take on a life of their own, in that the standards change themselves as they develop. If the standard were only organic eggs from now on, no-one would need to think about which eggs they buy; there wouldn't be any others.

But some of these processes need decades to work. Which new standards can be implemented relatively quickly?

What's good about eco-routine is that it works relatively quickly if the change has already been set in



PHOTOS: JULIA SELLMANN FOR WAGEN EINS

motion. An EU directive has ensured that an egg-laying hen is given twice as much space as it had in 2003, for example, and the public has hardly noticed this. That's an improvement. In the same way, by raising standards, we could ensure that from now on only organic eggs, or meat from ethical livestock farming, reach the supermarkets. In 20 years "organic" would be the new normal – there wouldn't be anything else, and no-one would need to think about what products they buy. The change would have developed its own momentum.

But surely consumers would notice this – through higher prices.

Goods become cheaper through mass production. Organic farming is so expensive today because it is a niche market. If "organic" were the standard, the prices would also fall.

The producers and the industry would surely have enormous objections to that ...

I'm getting a lot of agreement, even from the industry. I recently spoke to the head buyer of a large discount chain, who would like higher statutory standards in livestock farming, preferably throughout the EU. It is important for the companies that their competitors have to fulfil the same conditions, so no-one has a competitive advantage. Neither would higher standards be a problem for farmers, as long as they applied

to all producers, including in the neighbouring countries. Most consumers would probably not even notice it – but the effect for climate protection would be enormous.

How can companies succeed in promoting more eco-routine?

Many companies are already doing a lot – and that with credibility and sincerity. They offer free season tickets, for example, for the local public transport and promote the use of company bicycles or company e-bikes for the way to work. Beyond that, many of them are involved with other companies in promoting fast bicycle lanes in their town. But even organisations do not act out of pure altruism. Free public transport or company bicycles increase employee satisfaction – and companies also benefit from that.

Do we ultimately have to give up a lot to do the right thing?

It's actually quite simple. Every new road ensures that even more vehicles and goods roll across our highways. That money goes up in smoke! We could invest it entirely in trains and local public transport. That way we get a system change which no longer relies on attentive consumers to make it work. They automatically do what they consider to be the right thing.

Interview: Nicola Malbeck



RAIL PROFILE

As someone who commutes to work, Mr Kopatz prefers the train and bicycle for the journey between his home city of Osnabrück and the institute in Wuppertal. His favourite route is from Cologne to Frankfurt. "The Rhine route is wonderful because it takes you directly along the river." For larger distances he likes to use the sleeping car, from Austria for example.

PERSONAL DETAILS

Dr Michael Kopatz, 47, is a project manager at the "Wuppertal Institute for Climate, Environment and Energy". In his book "Eco-routine" he describes how we can establish a more environmentally aware routine in our day-to-day lives without giving anything up, but with improved rules and standards. oekoroutine.de

NOW EVERYONE



Digitalisation is more than new hardware and software. For companies to take that leap into the digital age, it requires above all a new company culture.

The most radical reform in the history of the Otto Group began in January 2016 with a message to its 50,000 employees, which finished with the words “That’s why we would now like to invite all our colleagues to call us by our first names. With best wishes from Alexander, Hanjo, Hans-Otto, Neela, Petra, Rainer and Winfried.” The sender of the letter was the Executive Board of the Otto Group. Since then, anyone who meets one of their top managers in the corridor may use “Du”, the informal term for “you” in German, and address them by their first name. This new familiarity quickly bore fruit. Word has it that a few days after the end of the formal period at Otto, an employee from the IT department addressed Hans-Otto Schrader, Chairman of the Executive Board (whose nickname is Hos), in front of the lift at the Otto headquarters in Hamburg with “Hello Hos! I’ve got an idea.”

It’s not known what came out of the suggestion. Tobias Krüger still likes to tell us about this incident to make clear what the Executive Board intends with this new familiarity. Using “Du” is not an end in itself, says Mr Krüger, who is Division Manager for Kulturwandel 4.0, the cultural change programme in the Otto Group. It’s much more than that, it marks the starting shot for a radical new beginning. Not just individual branches of the business should make themselves fit for the future, it has to be the entire culture of the company – away from hierarchical corporate thinking towards a culture of quick ways that drive innovation forward. “This transformation is necessary if we want to continue to be at the forefront of e-commerce,” says Mr Krüger.

To be fast, to anticipate development and to accelerate – that’s not just crucial for the Otto Group if it still wants to be successful in ten years’ time. Digitalisation is forcing many traditional German companies outside their comfort zone. Being obliged to react to new competitors who are aggressively elbowing their way into the market, to shrinking margins, new innovations and trends – none of this goes well with the ponderous processes of a large corporation. If there are many hierarchical levels to get through before an idea reaches the executive board, then the rescuing innovation will often fall by the wayside. That’s why Franca Jacob is con-

vinced that “Only the right company culture – one that cultivates trust, tolerance of mistakes and agility – will make a successful digital transformation possible.” She works as a consultant with Capgemini, the IT service provider, and has been advising companies on the issue of change management for nine years.

Of course investments in research and development, as well as in software and hardware, are indispensable. But she says that a successful digitalisation strategy has at least as much to do with a changed way of thinking in the company. “Only if you consciously come to grips with your own company culture can you identify behaviour patterns that promote digital transformation instead of hindering it.” Many large companies are prone to “silo thinking”. The larger a company is, the more likely it is that its individual divisions, sectors and departments work in a way that is disconnected. This leads to the corporation disintegrating into many functional silos that no longer support each other and, in the worst case, even play out against each other.

On the other hand, a company culture that benefits from digital transformation is flexible and dynamic, puts its main focus on its customers and their needs and stands out with open and close collaboration that reaches beyond any hier-

THE TERM TRIGGERS FEARS FOR MANY PEOPLE. IS MY JOB STILL SAFE? WILL CLEVER COMPUTERS SOON BE DOING MY WORK? THE TASK IS TO CLEAR THE WAY FOR GREATER CONFIDENCE.

archies and departments. What seems simple in theory, however, means that companies all over the world are having to accept enormous challenges. Last year’s “Digital Culture Challenge” study by Capgemini, based on input by 1,700 employees from 340 companies in eight countries, shows that almost two thirds of those surveyed see company culture as the largest obstacle to digital transformation. As much as 72 per cent of the German people surveyed held this opinion.

Often just the term “digitalisation” on its own triggers fears among employees. Is my job still safe? Will a clever computer soon be doing my work? Yet what is certain is that, with new technologies, certain jobs will be done by machines and, consequently, other new jobs will develop. But how can fears be reduced successfully to give way for greater confidence? Through communication – all the consultants agree on this. Regular meetings and workshops are part of such a cultural change, where everyone – executive board members, team leaders and employees – sits together round

ILLUSTRATIONS: JAN ROBERT DÜNNWELLER



the same table. These workshops have such titles as “transparency and networking”, “governance in a digital world” or “speed”. The participants talk about their day-to-day work, their thoughts, worries, difficulties and ideas about how they want to move their company forward. As the advisor Tobias Krüger puts it, “It’s not just the executive board that shapes the future of the group, it’s the colleagues who have contact to the customers. As they know where the problems are in practice. That is why it’s also so crucial that everyone pulls together.”

Everyone should join in. Yet the first stimulus for change comes from the management. The people in management need to have a clear objective in mind and know precisely where they want to go with the company. Only then can it succeed in motivating employees to opt for the change. “The top management has a key role in the development of a digital culture,” says Alfred Brenner, founder and CEO of the Diva-e Strategy consultancy. “But the CEO cannot manage the transformation alone. The critical factor for success is in mobilising the whole organisation and getting targeted support from outside.”

Mr Brenner has been involved with digital transformation for more than 20 years and he advises and supports many companies in several countries on taking that step

into the new age. In his experience it is not enough to have a vision. Companies need to put the ideas into practice as quickly as possible. “The worst that can happen is to get lost in long strategic discussions and then to believe that the employees have to follow you because you have thought about it a lot,” says Mr Brenner. According to the experts, the key to success is in the creation of beacons, these are both small and large successes in digitalisation that show the employees what direction the company is taking in future and what it will look like.

The Haufe example shows how important small successes are. This publisher located in Freiburg im Breisgau made the leap from the analogue world to the digital one – and made many sacrifices to do so. Over several decades this family-run company was known for its loose-leaf collections. Tax advisors, bookkeepers and personnel managers filed these pages regularly in heavy ring binders. In 1990 Haufe generated a good 50 million euros this way and employed 330 people. Things were going well for the group, yet its founder, Rudolf Haufe, knew that it would not continue this way forever.

In the early 1990s the first computer-driven tax return tools appeared on the market. This was a warning signal for Haufe. “We didn’t know when it would happen, but we knew that sooner or later our current business would come to an end,” says CEO Markus Reithwiesner today. In 1997 Haufe purchased the Lexware software producer. It was a step that wasn’t easy for the employees, as the investment cost money that had to be saved in other places. Many employees asked themselves the question, “Why is our budget being reduced when the business is doing so well?”

Rumours were buzzing round the company. Only when Lexware was able to show that it could gain more than 10,000 subscribers for its tax software within a year, did the first employees begin to believe in its potential. The management then chose 100 of these employees who were keen for change and renamed them “digital prophets”, so they could spread the vision across the company, hand-in-hand with the management. Over time they were also able to convince the last doubters in the company. Today Haufe generates 95 per cent of its sales from digital products and services such as tax advisor portals and bookkeeping apps. 1,500 employees work in the group and sales have increased to 300 million euros.

This example shows that if managers set an example for a culture of openness and appreciation, and manage to remove employees fears of anything new; then there will not be long to wait before innovations and good ideas develop. This experience was also felt within the Otto Group. In October 2017 – not even two years after the introduction of first-name terms – the group brought the “Otto Action” voice project onto the market. Anyone who now says to their Google Digital Assistant “Okay Google. Speak with Otto”, can ask questions about discounts or special offers at Otto. “We don’t know what digitalisation will bring with it,” says Mr Krüger, the man in charge of cultural change. That’s why Otto encourages its employees every single day, with the statement that “If you have an idea, you don’t need to make an application or request an appointment with your line manager. If in doubt, just speak to Hos.”

Nicola Malbeck

PHOTOS: PR

ON THE MOVE

The power of protection

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With automatic opening, closing and UV protection: the “Knirps TS.200 Duomatic Flat Uni” protects its owner against rain and sun. €53. knirps.de

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6 | CONFIDENT STYLE

For the grip of their “Kongo Oxford” umbrella, Doppler from Austria uses a type of chestnut where the shoots of the stems are clearly visible. €190. doppler-manufaktur.com

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This robust “Birdiepal Outdoor” trekking umbrella is the ideal protection for hikers with its glass fibre frame and double seams. €60. euroschirm.com



8 | FLORID

The “Knirps T.050 Medium Manual Thalassa” is not just pretty, it’s also light – and it fits well in your pocket when closed. €50. knirps.de

9 | FLUTTERING

The lucky owners of this splendid “Raining Butterflies Birdcage” ladies’ umbrella can look forward to every drop of rain. €26. james-smith.co.uk

Between you and me

CONNOISSEURS HAVE DISCOVERED A NEW TREND IN ENJOYING THEMSELVES: FOOD THAT EMBRACES THE SOUL. TAKE A LOOK.



What's special in the "Massai" in Berlin are the four-course menus [1]; down-to-earth with a star: Nelson Müller [2] from "Müllers"; the "SoulFood" restaurant also has Chinese specialities on its menu [3].

This picturesque little town with its medieval monastery complexes is not the place where you would expect a fashionable restaurant. But just here in Auerbach in the Upper Palatinate is where "SoulFood" has become a hotspot for a culinary trend that can best be described as "feel-good cuisine". Dishes for body and soul, which are down-to-earth and, in a certain way, simple and honest. There are two menus on offer with dishes such as maize-ricotta ravioli or fillet of pike perch with potato cream. "Our menu is relatively small. Our guests know what awaits them," is how Christine Heß describes the stylish and spartanly-furnished restaurant that she manages with Michael Laus. This pair of cooks has already been awarded with one Michelin star and the best values in Gault Millau. An "excellent top cuisine that seems neither too fussy nor too elab-

orate," is what the restaurant guide says about it. With prices from 20 euros for a main course, practised gourmets are to be found in "SoulFood" as well as connoisseurs with smaller amounts to spend.

Food that asks no questions in a world that is getting ever more complicated. The owners admit that the name may be a play on words, but the term hits the spot - and the Zeitgeist. "Soul food" used to refer to the food made of leftovers among the black people in the USA, with hearty dishes such as rice and beans or spare ribs and chicken wings. Nowadays it's more about food that does you good and is not too heavy.

"It should do one thing above all: make you happy," is how the Michelin-star cook, Nelson Müller, sums it up. He is well-known for his predilection for classic German dishes like one-pot stews or schnitzels. "Those are dishes for the heart that your mother used to cook." In his Essen-based "Müllers" eatery, curry sausage and Swabian noodles are on the menu as well as fillet steak or lobster bisque. What's cooked here is ordinary food - and that's just what makes it so special. On "Soul Sundays" the brasserie changes into a concert venue.

Back to the roots. If you want to try the diverse specialities of the traditional African cuisine, then you should visit "Massai" in Berlin. This is where you can get to know vegetable dishes such as cassava or fufu or go on a culinary safari in multi-course "Mama Africa" menus (with meat, with fish or vegetarian).

SOULFOOD

Restaurant with one Michelin star in Auerbach/Upper Palatinate
restaurant-soulfood.com

MÜLLERS

Traditional dishes in Essen
das-muellers.de

MASSAI

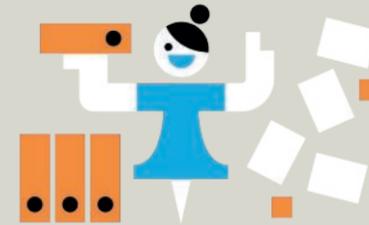
Traditional African restaurant in Berlin
massai-berlin.de

PHOTOS: PR., LORMIS, GERT KRAUTBAUER; ILLUSTRATION: SVEN KALKSCHMIDT

The home office

1 AM I A HOME OFFICE TYPE?

Are you an ace at self-management, someone who doesn't need any pressure from outside to be productive? Great - then you meet the basic criteria for working in a home office from time to time.



2

GIVE YOURSELF SPACE

At home it is especially important to give yourself space to work - with a desk, an office chair and good light. A dining room, kitchen or couch table won't work.



3 IDEALLY: CLOSE THE DOOR!

Separate your place of work. A peaceful, secluded room is ideal. If that's not possible, use shelves, plants or curtains to divide the room.



4

CONVINCING THE BOSS

Does your boss have trouble agreeing on a few fixed days in the home office? Then suggest a test run, say, every Friday. Keep a record of the work results achieved for any further negotiations.



5

WRITTEN AGREEMENT

If you have agreed to work from home on fixed days, it's advisable to have an appropriate contractual arrangement about the tasks and working hours. That avoids any conflicts.



6

PROTECT DATA

Take IT security seriously! Access to company data normally requires a strongly encrypted connection such as a virtual private network.

7

KEEP FIXED HOURS

Set fixed working hours when you will always be available, and let your customers and colleagues know about them. Avoid any private distractions and interruptions.



8

REMAIN VISIBLE!

Stay available. And keep regular contact with your colleagues, also to avoid the suspicion that you are giving yourself some secret time off.



9

CLOCK OUT CONSCIOUSLY

Fixed clocking out rituals such as clearing up or ticking your checklist mark the transfer to leisure time and help you to switch off.



Work is half your life", goes a German saying. "First work, then pleasure" is another. But does that still apply today? In times when our work comes with us by smartphone or laptop, so it can be done on the road or at home? The fact is that the home office has long established itself. Four out of ten companies rely completely or partially on self-administered workplaces. According to a current survey by Bitkom, the German digital association, 51 per cent of companies expect these to increase in the next five years. A few fixed home office days are widespread, above all in

the IT industry and in smaller companies. But work within your own four walls also has its downsides if professional and private life blend more and more. karrierebibel.de, the business advisor, warns that "this often results in a work situation that is not satisfying and unproductive." Another deficiency for people who work from home is that they can be as efficient as anything - but others often don't see it. So there should always be fixed days on the work premises. Often the best ideas do not develop in a quiet little chamber, but on the fringes of meetings or when chatting in the canteen.

Welcome home!

WE FEEL REALLY COMFORTABLE IN THESE NEW HOTELS, SPAS AND RESTAURANTS.

TIP



MY ARBOR [1]

St. Andrä | A resort on stilts in the middle of the country, perfectly designed right down to the last detail, built on the wooded slope of the 2,500 metre Plose massif near Brixen in South Tyrol. We immediately fell in love with this tree hotel. Suites with names such as Nest, Treetop and Hangout have been available as accommodation since May. my-arbor.com

HYATT HOUSE

Düsseldorf | The new address for anyone wanting to be in the region for more than one day. Located in the centre of town, these rooms have fully-equipped kitchens. The fitness studio can be used throughout the day. duesseldorf.house.hyatt.com



ARBOREA MARINA RESORT [2]

Neustadt in Holstein | With its own beach directly on the Baltic Sea, a large spa with a panoramic sauna and hamam, with the largest private yacht marina on the Baltic on your doorstep and two conference rooms lit by daylight. The generously laid out Arborea Marina Resort was opened in July – and a welcome new arrival at the Bay of Lübeck. arborea-resorts.com



PETERS HOTEL & SPA [3]

Homburg-Jägersburg | The perfect haven for those who feel stressed. This wellness hotel by the Brückenweiher in Saarland opened its doors in May. Peter Trösch, the Homburg entrepreneur, spent his childhood here – and now, he has conceived and built this building with the water with love and details in abundance. peters-jaegersburg.de

MOMENTS

Bautzen | The first boutique hotel in the town has been accommodating guests since the beginning of 2018 – and ultimately it is another reason to explore the medieval town of Bautzen with its many towers. Every room is furnished differently, and two of them have sauna facilities. moments-hotel.de



ROOMERS

Baden-Baden | The lobby at Roomers is a real eye-catcher with its superheroes in old-master style and cuckoo clocks on the wall. To cut a good figure there, guests can also allow themselves to indulge in a skin treatment from the Dr Barbara Sturm cult label in the spa with its views over beautiful Baden-Baden and then let body and soul relax in the rooftop pool. Anti-aging made fun! roomers-badenbaden.com



LANDHAUS STRICKER [4]

Sylt | Michelin-star cook and hotelier, Holger Bodendorf, in Tinnum is known for his innovations. He has now brought them to life in the wellness area of his Relais & Châteaux Landhaus Stricker. This is where high-tech equipment meet with a cool club atmosphere. The pool reminds us of the era of the large Atlantic passenger ships. The new design of this haven achieves a balance that is both intimate and ample for its guests. landhaus-stricker.com



THE O'ROOM & O'NE [5]

Usedom | Since 2017 there has been an important culinary addition to Heringsdorf, one of the three imperial spas on the island of Usedom. Now three special locations await hungry guests in the completely rebuilt gabled beach casino building from 1897, right next to the pier. The O'NE re-interprets the regional cuisine, THE O'ROOM offers fine dining from Michelin-star chef, Tom Wickboldt. And gourmet products are available directly from the O'DELI. strandcasino-marc-o-polo.com

PHOTOS: BENNO PRENN, STEPHAN BONAVENTURA, PR (6)



HOTEL MELCHIORPARK [6]

Würzburg | A great new address for anyone visiting Franconia to do business or to check whether the fried sausages and wine still taste so good there. Opened in September 2017, the Hotel Melchiorpark has a wonderful view over Würzburg. The large "Blaue Saal" once used to accommodate a US officers' casino. After the rebuild, this has become a great place for conferences or celebrations – in front of a wall painting that draws on the baroque art of this royal capital. hotel-melchiorpark.de



THE FONTENAY [7]

Hamburg | This luxury hotel on the Außenalster lake in Hamburg was newly-opened in March. Not only does it feature many beautiful design perspectives throughout the building, it also boasts an exquisite bar. On the sixth floor the perfect cocktail competes with a perfect view. Anyone who enjoys their Reverse Manhattan Ginger or Gin & Gently cocktail here will be tasting the fine ingredients and the impressive craftsmanship of the team around head barman Sebastian Schneider. thefontenay.de

Frankfurt

DISCOVER THE NEW HISTORIC DISTRICT OR ENJOY A PANORAMIC VIEW OF THE CITY – HERE ARE TEN TIPS FOR A STOPOVER.



RAISE A GLASS

Plank [1] A true hipster magnet has established itself here, only a few steps away from the station. There's cake and quiche during the day, and in the evening Plank switches over to bar mode. barplank.de

Lili's [2] The bar in the Sofitel Opéra is not just elegant. This is where the classic cocktails are enriched with some joyously eccentric individual creations such as the "Le Chic", a champagne cocktail with thyme liqueur. lilis-bar.de

BITE TO EAT

Maxie Eisen [3] This is where you get the best pastrami sandwich this side of New York. There is more original deli cuisine from the Big Apple – like the Reuben sandwich or the matzo ball soup. maxieeisen.com

Main Nizza [4] Its location on the banks of the river Main gives this restaurant its name. But it's not just the location and view that is great – so is the atmosphere and the Mediterranean menu with local colour. mainnizza.de

NOT TO BE MISSED

Altstadt [5] The historic district has been reconstructed in period style over 7,700 square metres on the Römerberg. It comprises a 200-million-euro collection of skilfully crafted buildings with cafés, shops and restaurants.

Senckenberg Museum [6] New in this natural history museum: with "prehistoric time glasses" (a virtual reality application) you can submerge yourself in a tropical Jurassic sea with saurian fish and prehistoric animals. senckenberg.de

JUST KEEP COOL

The Palmengarten [7] This botanical garden resembles a journey through the flora of the climate zones of the world, with over 13,000 tropical and subtropical plants. The premium "Lafleur" restaurant is also always worth a visit. palmengarten.de

Fleming's Club [8] Enjoy a fantastic view of the Frankfurt skyline from the seventh floor. Take the paternoster lift for something to eat or a cocktail. flemings-hotels.com

MUST-HAVE

Aroma Eismanufaktur [9] Heavenly ice-cream creations, considered the best of their kind in Germany by connoisseurs. All sorts are made on the spot from fresh ingredients. There is also frozen yogurt, waffles or apple strudel. Open Mon. to Sun. 12.00-19.00. aroma-frankfurt.de

Itaba [10] Specialises in beautiful objects from Japanese table culture, e.g. sushi sets, bowls or Tatami Zori, the typical flip-flops with velvet straps and rubber soles. itaba.de