

01/2014

WAGEN EINS

THE DEUTSCHE BAHN MAGAZINE
FOR BUSINESS TRAVELLERS

BUSINESS
TRAVEL: HOW
CHEAP, FAST
AND COMFORT-
ABLE IS EACH
MODE OF
TRANSPORT?

SUCCESS
ABROAD: HOW
MEDIUM-SIZED
FIRMS CAN
BOOST THEIR
WORKERS'
KNOW-HOW.



I'M OFF

THE ART OF TAKING A PROPER BREAK

GOOD IDEA

Lunar power

Every survival manual explains how this works. When sunlight falls on a magnifying glass, the rays are concentrated. The energy – in this case, heat – is multiplied. This is how to start a camp fire quickly, for example. The German architect André Broessel has made use of this simple principle – and his invention could radically change the energy industry. His human-size glass ball, called Beta.ray, concentrates rays of light, boosts them by a factor of 20,000 and converts the energy into electricity by means of photovoltaic cells. Here is the twist: the system is about four times as efficient as traditional solar panels, so even moonlight is strong enough to generate electricity. This means that green electricity can be produced even at night, and with far fewer interruptions.

REORIENTATION

André Broessel works as an architect in Barcelona. After coming up with the idea for Beta.ray, he set up the company Rawlemon, to which he now devotes all his energy.



All aboard

EDITORIAL

“THE WHEEL IS TURNING EVER FASTER. BUT DOES FASTER ALSO MEAN BETTER, OR MORE EFFICIENT?”

DEAR READERS,

It gives me great pleasure to introduce you to the first issue of WAGEN EINS, the new magazine for Deutsche Bahn's business travel customers. Our aim is to inform, entertain and inspire you – both during your journey and as you wait for your next appointment. We will present new mobility offerings and address relevant issues that form part of your daily life.



One topic that is increasingly important for small and medium-sized German companies is internationalisation. The economist Dr Anja Karlshaus explains how to succeed here – and identifies the challenges that German firms have to overcome – in our extensive interview starting on page 8.

The wheel is turning ever faster. The only question is whether faster also means better, or more efficient. In our round table [page 6], business people discuss the advantages and disadvantages of different modes of transport. How important is it to replenish your reserves of strength and calm in between all those appointments, meetings and workshops? And how is it actually still possible to take a break? Starting on page 12, you can find out how to allow yourself a little downtime. I hope our first issue of WAGEN EINS gives you plenty of good ideas and an enjoyable read.

Best regards,
Karina Kaestner, Head of DB Corporate Sales



FEEDBACK

We value your opinion. Please tell us how you like our new magazine. We also welcome questions and suggestions.
bahn.de/wageneins

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Project Coordination: Simone Schreier, DB Vertrieb GmbH, Stephensonstrasse 1, 60326 Frankfurt am Main. geschaeftsreisen@deutschebahn.com
Editors: G+J Corporate Editors GmbH
Chief Editor: Stephan Seiler [legally responsible for content]
Editorial Management: Uwe Pütz
Creative Director: Ilga Tick
Art Director: Astrid Thienhaus
Picture Editor: Stephanie Harke
Editorial Assistant: Christiane Winter
Contributors: Jan Abele, Dennis Braatz, Jan Dresing, Bastian Henrichs, Christoph Hus, Daniel Kastner, Constanze Kleis, Anke Pedersen, Greta Taubert, Helmut Ziegler

Editorial Office:
Wagen eins, P.O. Box 40, 20444 Hamburg, Tel: +49 (0)40/37 03-50 53, Fax: +49 (0)40/37 03-50 67

CEO: Soheil Dastiyari
Project Management: Birthe Kretschmer, Gregor Kupper
Production: G+J Herstellung, Heiko Belitz, Sylvia Mickl

Rail & Co.

MOBILE TICKETING

Around 70 million requests for timetable information are processed every month via DB's mobile services. Since June, online tickets for mobile phones can be downloaded and stored on the DB Navigator App – with no need to print them out. The ticket management system is available as an app version for the iOS [iPhone] and Android mobile operating systems. bahn.de/onlineticket

TRAVEL AND SURF

Even more possibilities for business travellers: WiFi internet access in trains and at stations is being expanded continuously by Deutsche Bahn. By the end of the year most ICEs will be equipped with Telekom HotSpots, enabling this service to be offered across the 5,200-kilometre ICE core network. Moreover, travellers already enjoy 30 minutes of free WiFi internet access every day at 120 stations, with more stations set to follow. bahn.de/wlan

33,500

KILOMETRES IS THE LENGTH OF THE GERMAN RAIL NETWORK: THE DISTANCE FROM HAMBURG TO SYDNEY – AND BACK AGAIN. IT IS EUROPE'S LONGEST NETWORK AND THREE TIMES THE LENGTH OF GERMANY'S MOTORWAYS.

400,000

tons of CO₂ emissions have been avoided by bahn.corporate business travellers in a single year as a result of their decision to travel by rail rather than by car. This is equivalent to the average annual CO₂ emissions of a town the size of Bensheim with 40,000 inhabitants. bahn.de/bahncorporate/gruen

NEW MOBILITY PORTAL

The best way

Individual travel arrangements made easy: Qixxit, the new mobility portal launched by Deutsche Bahn, makes door-to-door route planning using different modes of transport possible. It combines and compares all the available transport modes on the desired route and shows the different alternatives, with price, journey time and CO₂ emissions. Alongside car, plane, train and local public transport, it even includes long-distance buses, car sharing, taxis and rental bikes. Travellers can plan their own travel itineraries by using different filters. In addition to the online offering [qixxit.de], Qixxit is available as an app for the iOS and Android operating systems.



PHOTOS: WWW.RAWLEMON.COM [2]; DB AG; GETTY IMAGES; PR; LAIF

MY FAVOURITE SPOT



FRANK STROBEL

The internationally renowned conductor and film score expert is a rail enthusiast: indeed, rather than a car he prefers to own a BahnCard 50 for first class. "My favourite spot is a bahn.bonus comfort seat in the open-plan carriage of the ICE T, which cannot be reserved, sadly. Number 52 is a single and fairly private seat with a large table behind the cloakroom. It is perfect for laying out and learning my scores. Rail travel is pure inspiration. Looking out the window is a meditative process and clears the mind. It is time as a gift because although I have to travel, I am able to put the journey to good use. In the train I can read things I have no time for otherwise: a newspaper from front to back, or Russian classics like Dostoyevsky and Tolstoy. That is my way of escaping from the daily grind and tunnel vision."

ON EVERYONE'S LIPS

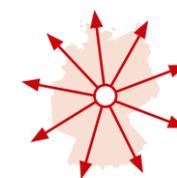
Digital detox

WHAT IT MEANS:

Digital has become a familiar term that needs no further explanation. Detox, short for detoxification, is also used increasingly widely nowadays. Since the cosmetics industry hijacked this term, it is applied to everything that was once called slimming, purifying or therapeutic fasting. Yet detox sounds more modern, more scientific – and more expensive. However, a digital detox does not mean an app that counts calories but, rather, a digital diet: a Facebook fast, a laptop firmly shut, a smartphone switched off. Stress reduction, as it were.

WHAT IT REALLY MEANS:

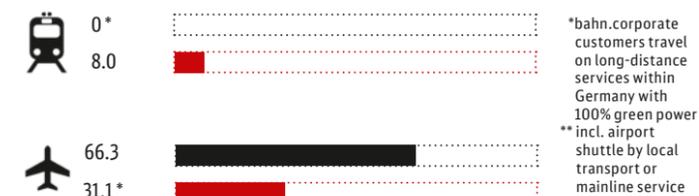
It's nonsense. Anyone trying to lose weight and keep it off soon realises they need to change their lifestyle. It is just more convenient to believe in supplementary dieting than to actually exercise more and change your eating habits. Spending the odd weekend offline, not checking your emails and not staring at your smartphone, but using that time to go for a long walk or talk to people instead will do you no harm, of course. A swift return to the communications loop after this brief respite brings few benefits, though. In dieting this is known as the "yo-yo effect" – especially when you announce to the world on Twitter: "I survived my #digitaldetox." The only solution is to turn over a new leaf. No industrial toxin binders can help here. Rather, to quote Erich Kästner: "Nothing is any good unless it results in action."



DID YOU KNOW...?

... that you can reach all nine of Germany's neighbouring countries with Deutsche Bahn without having to change trains? DB offers some 300 direct train connections to 80 European cities daily.

Train or plane



TABLET OR NOTEBOOK?

Preference for swiping: the first quarter of 2014 saw the purchase of more tablets [1.6 million] than notebooks [1.3 million] in Germany.

THE ENVIRONMENTAL CHECK

How high is the environmental pollution on the route from Frankfurt am Main to Munich? The black bar shows CO₂ emissions in kg per person, and the red bar energy consumption, converted into litres of petrol per person.

Plane, car or train?

TO FIND OUT THE ADVANTAGES AND DISADVANTAGES OF DIFFERENT TRANSPORT MODES WE ASKED THREE BUSINESS TRAVELLERS TO TEST AN INTERNATIONAL ROUTE.

Frankfurt am Main at six in the morning: three business people are about to embark on a trip to Zurich. Bernhard Telge, Alstom Travel Manager, is getting onto an ICE, Michael Günther, Travel Manager at UBS, is taking a hire car, and Advertising Manager Till Sivkovich is travelling to the airport. Five hours later WAGEN EINS invites the travellers to meet up in Zurich – and discuss their experiences.

How was the journey?

Bernhard Telge: Very pleasant. I was able to use the time well and have a leisurely breakfast; I didn't have to do that in the hotel, which always takes time. I had a newspaper in my hand at six in the morning, so the day started in a relaxed way.

Michael Günther: I had to make an unscheduled stop after just a few hundred metres because a truck was being unloaded. That took ten minutes. After that I made speedy progress on the motorway until I got caught in a longish jam near Offenburg.

How fast were you able to travel?

Günther: Where the traffic situation allowed, I reached a maximum speed of 180 km/h. I drove at 100 km/h on average, though, because of various roadworks and restrictions. **So you got off to a quicker start, Mr Sivkovich...**

Till Sivkovich: Yes, the flight from Frankfurt to Zurich takes only an hour. What I find irksome is the pre-flight security checks: taking off your shoes and belt and opening your bag. It's a real hassle.

How comfortable was your journey?

Telge: In first class you have a lot of legroom and above all plenty of space on either side, which is pleasant.



RAIL VERSUS ROAD

Bernhard Telge, Travel Manager for the energy and transport company Alstom and Deputy Head of the Rail Committee at the German Travel Management Association (VDR), reading a newspaper on his train journey, whereas Michael Günther, Travel Manager for the financial services company UBS, is at the wheel of his hire car.

Sivkovich: On a plane you feel hemmed in, but it is not for long.

Is a comparison with first class rail travel permissible then?

Sivkovich: Business class with Lufthansa on a short-haul flight simply means that the middle seat is unoccupied.

How did you use the journey time?

Günther: Because I was driving, I could not do much. However, travelling by car I do have the privacy to make confidential phone calls. That is more difficult on a train and impossible when flying. I can't read or respond to emails when driving, and I can't make notes either during the phone calls – but I don't miss that anyway.

Telge: This morning I had time to read through a presentation. You can work productively while on a train. You are sitting comfortably, you can concentrate and you can look out the window now and then. Sometimes a good idea may even come to you. What I also really like is the opportunity to get up and walk around a bit.

What is your experience of driving generally?

Günther: Driving through the open countryside can even give you inspiration for the task at hand. You have the chance to distance yourself and rethink things. **Sivkovich:** I don't see that on a short-haul flight; you take the stress of the situation with you to your destination.

What role does the time factor play for you?

Telge: That depends on the purpose of the journey. Meetings can be fixed at a time that best suits the participants, allowing them to travel in comfort by train. If technical support is required at a power station, on the other hand, our staff need to be on

site without delay. In that case travel by plane or car is the first choice, of course.

Sivkovich: Time is important but it must be in proportion to the costs. I work out whether air travel is economical. Or whether I can take the train and work at the same time.

Günther: I take a similar view. At our company several of us often need to travel to Zurich together. In that situation we take the car, also in order to prepare for a meeting and exchange ideas on various topics.

How do you set priorities in travel planning, Mr Sivkovich?

Sivkovich: Being self-employed I focus primarily on the costs. I tend not to fly; I am perhaps most attached to driving, a form of travel which, despite all the restrictions, still gives me some feeling of freedom. However, when I have appointments in major cities I always consider whether it would be better to take the train because of the traffic problems.

What is your attitude to environmental pollution – how important is it to you to keep your CO₂ emissions down?

Telge: As an energy and transport group we look very closely internally at the areas where we can reduce pollutant emissions and energy consumption, of course. For example, electric cars which are charged up at our solar- and wind-powered charging station have been operating on our plant premises since last year. We urge our employees to keep the environment in mind when choosing their mode of transport. After all, those travelling by rail are using 100% green electricity.⁴⁾

Günther: This point is very relevant at UBS, too; in keeping with our environmental management standard ISO 14001 we have restricted the hire car categories to classes with low pollutant emissions and converted the fleet to low-emission vehicles, up to and including complete electric mobility. We offset the CO₂ impact of air travel through investment in sustainable environmental projects.

What would you wish for in terms of your future travels?

Günther: Fewer roadworks – and clean public toilets on motorways.

Telge: We want to make travel as easy as possible for our employees. As far as making the rail booking is concerned, that is very simple via Deutsche Bahn's website for corporate clients, which also works by smartphone. What I would like to see is a complete mobility chain, which I can book from the rail provider in one go – meaning the rail journey combined with car or bicycle, as required. *Moderated by Uwe Pütz*

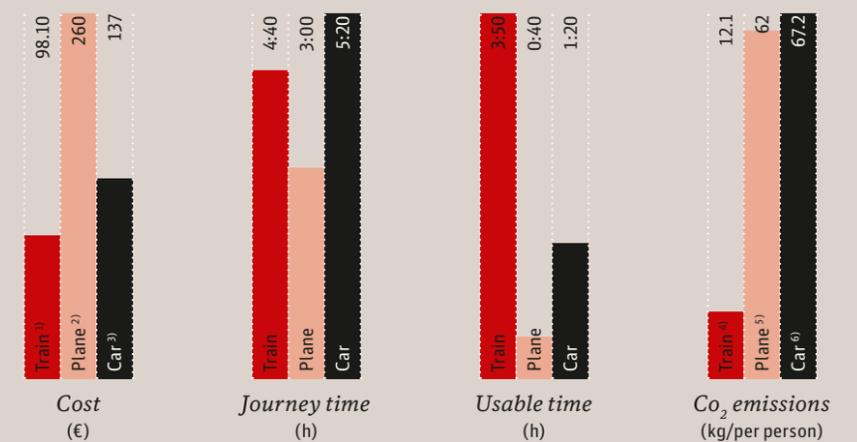


THREE WAYS, ONE DESTINATION

The meeting place is Zurich's Paradeplatz: Bernhard Telge, Michael Günther and Till Sivkovich, who arrived by plane.

Fact check

FROM FRANKFURT, RÖMER, TO ZURICH, PARADEPLATZ



¹⁾ Rail: first class ticket including BahnCard Business 50 and bahn.corporate discount
²⁾ Plane: usual ticket price
³⁾ Car: rental fee for mid-range car, fuel consumption, parking fee and Swiss motorway tax sticker
⁴⁾ CO₂ emissions: rail: with bahn.corporate business travellers can use long-distance services on Germany's rail network with 100% green power, system limit in accordance with Environmental Mobility Check
⁵⁾ Average value from Lufthansa aeroplane types used on domestic flights carrying an average number of passengers; including arrival and departure as well as taxiing at airport [in accordance with Environmental Mobility Check]
⁶⁾ 1 person; mid-range car; diesel passenger car, Euro 4 [in accordance with Environmental Mobility Check]

LET'S TALK ABOUT...

IF YOU WANT TO DO BUSINESS SUCCESSFULLY ABROAD, YOU NEED TO DEVELOP YOUR EMPLOYEES' INTERCULTURAL SKILLS. SMALL AND MEDIUM-SIZED GERMAN COMPANIES STILL HAVE A LOT OF GROUND TO MAKE UP IN THIS AREA, SAYS ANJA KARLSHAUS, PROFESSOR OF HUMAN RESOURCE MANAGEMENT AT COLOGNE BUSINESS SCHOOL. AN INTERVIEW ABOUT **INTERNATIONALISATION.**

Advising firms to invest more in their employees' social skills: the economist Dr Anja Karlshaus, seen here in front of the modernised "crane houses" in Cologne's Rheinauhafen.

Ms Karlshaus, small and medium-sized companies from Germany are very successful globally: 37% of them make or sell goods abroad, making them a top performer internationally. What is the secret of this success?

What enables small and medium-sized German companies to tap into new markets is their large number of innovative technical solutions, services and product specialisations. This success comes from within those companies and stems from both the leaders of many family firms and the expertise of their employees. Studies demonstrate time and again that “Made in Germany” is synonymous throughout the world with quality.

But good products alone are not enough to ensure success in foreign markets. You also need a talent for selling them...

You have touched a sore point there. Many of our small and medium-sized companies have not yet built up any intercultural skills. While fundamental social skills considered important for foreign business are often taught in professional training and academic courses, you need much more than this in order to do business successfully worldwide. You need to be able to acquire a feel for people from different cultures, to avoid blunders and to develop relationships. All these things are covered by the expression “intercultural skills”.

Many small and medium-sized companies are generally well rooted in their region, but there is already a lack of foreign-language capability among their middle-aged managers.

What are the biggest areas for development?

Essentially, it is about being aware that every culture operates according to its own rules, which deserve to be respected. This is reflected in the way that everyday work is organised, as well as in management styles or communication with business partners. France, for example, has a completely different meeting culture from Germany. In Germany, meetings are used mainly to make binding decisions, but in France they tend to be used more for exchanging information. Decisions are taken before or after. The typical management style in France or Spain is much more authoritarian, whereas German workers expect some room for manoeuvre in decision-making and action. There are also many differences in communication and gestures. For instance, the friendly Anglo-Saxon expression, “I wonder if this really is the best solution...”, denotes a rejection, but a German could easily misinterpret this. In Germany, laughing is taken as a sign of cheerfulness, but in Japan it can also often indicate uncertainty, confusion or embarrassment. Our shake of the head to say “No” actually means “Yes” in India and a few more countries. There are countless other examples.

If it is true that intercultural skills are rather poorly developed, how is it that many German firms are doing well abroad?

Companies often enter a market step by step – for example, by setting up joint ventures or making acquisitions. In both cases, the company gains local knowledge and is able to use existing distribution channels. In recent decades, many organisations have concentrated on offering their products or services first in neighbouring European countries, where the culture does not seem quite so alien. Now, however, more and more firms are turning their attention to up-and-coming markets in Asia and South America. This is presenting them with major challenges.

What difficulties do German firms face in dealing with Chinese partners?

The Chinese market is extremely dynamic and highly competitive. One of the biggest challenges in human-resources work is to recruit and retain skilled, motivated employees. Well-qualified specialists have many alternatives to choose from, and this is reflected in a very high turnover rate. This is also due in part to the great cultural differences. Whereas German communication is much more direct, for a Chinese partner it is more important to show respect and to express oneself accordingly. On the one hand, companies need to attract workers here with high salaries. On the other hand, non-financial incentives such as training courses or international exchange programmes are also very significant for long-term staff retention.

Is it possible to gain this understanding through practice?

To a certain extent, it is, through intercultural staff training courses, which use cognitive methods that

“IF SMALL AND MEDIUM-SIZED COMPANIES ARE ABLE TO OFFER FOREIGN POSTINGS, THEY WILL HAVE AN ADVANTAGE IN ATTRACTING **TALENT.**”



RAIL PROFILE

Networking is what Anja Karlshaus, 40, associates with rail travel. For a period, she often commuted by ICE from her home in Cologne to work in Frankfurt am Main – and met many acquaintances from her student days in the process. “This broadened my network hugely.” Nowadays, she uses the train for longer journeys – for example, to attend conferences. “I have a lot of peace and quiet for working en route.”

PERSONAL DETAILS

Dr Anja Karlshaus is Professor of Business Operations and Human Resource Management at Cologne Business School. She studied at the University of Cologne and Santa Clara University and holds a doctorate in business administration.



serve primarily to convey knowledge, such as language tuition, films and talks, but also involve behavioural approaches. These include role-plays, simulation training and learning by doing.

Many companies also employ locally recruited staff abroad. Does it make sense to develop their intercultural skills as well?

Certainly. Small and medium-sized companies can learn something from large corporations, such as the Japanese car manufacturer Honda. They operate plants in America, where their employees have the opportunity to learn Japanese and to familiarise themselves with Japanese culture. Other firms offer their staff the chance to spend a few weeks or months working at the company’s headquarters in its home country. Such projects encourage communication and, as a result, promote mutual understanding.

Do employees have to travel in order to achieve this? After all, communication with colleagues and customers abroad has become much easier in recent years – for example, through video-conferencing.

That is true, but such technology is generally suitable only for exchanging information. It would

be virtually impossible to develop trusting relationships in this way. Personal contact is extremely important in many cultures. Eating together and talking together about seemingly private matters paved the way to the successful conclusion of business negotiations.

When you go abroad, you have to leave your family and friends behind. Are young workers prepared to do this? Generation Y, as they are known, are particularly keen on the work-life balance...

At the same time, many members of Generation Y want an employer who will offer them the opportunity to work abroad, with all the personal development that this entails. However, this applies mainly in the early years of a person’s career, and it is subject to time limits. Nevertheless, here is an important point for small and medium-sized companies to note: if you are able to offer foreign postings, you will have an advantage in attracting talented staff. Also, specialists from Generation Y generally already have better language and intercultural skills before they start work than previous generations did.

Interview: Christoph Hus



IN AN ACCELERATED SOCIETY, WORK-FREE HOURS ARE GROWING SHORTER AND SHORTER. THE BREAK IS IN DANGER. HOW CAN WE SAVE IT?

CLOSE YOUR EYES AND BREATHE DEEPLY

IN DEFENCE OF THE BREAK

Imagine that you have just found a bit of space. Your appointment with that business client has finished earlier than expected, and your lunch meeting with the boss is still some way off. You have, of course, already used this unplanned interval to check emails, news and text messages on your smartphone, so you eventually decide to fill the remaining quarter of an hour with some reading material. After all, you may learn something that will mean the hanging around has not been squandered completely. Isn't that right? No, it isn't.

For the sociologist Gabriele Mursi, the scene described above is emblematic of our mobile society. Daily routines are planned efficiently, and idle time is not part of those plans. We try to get from A to B as quickly as possible, and the time spent waiting in-between is now no more than a meaningless period, Mursi writes in her book "Pause!" ("Take a break!" in English). That period hovers in time, detached from a social place, is a mere transition and is, for many, a burden. A break could be so much more than this. But what exactly? And why do we find it so hard to answer this question?

BEFORE WE CAN DO SO, we have to understand that a break is, essentially, nothing other than a portion of time. It defines the boundaries of a period in which we step outside our habitual patterns of behaviour. The Greek verb *pavein* means "to cease", and the Latin noun *pausa* is translated as "interval" or "rest". Whenever we do something, at some time we inevitably reach the point where we stop doing it, whether for a short or longer period or completely – in other words, where we pause. This initially sounds very simple, but it is in fact difficult, "in the vortex of the breathtaking acceleration of scientific and technological innovation processes", as the sociologist Mursi expresses it. To put it another way: thanks to smartphones and flexible working hours, we are always in a position to carry out work and perform other duties, whether this means sending the boss the latest figures while on the move, messaging your wife by WhatsApp or responding to a Doodle scheduling enquiry from fellow football fans. Every window of idle time, however small, gets used. We are speeding up our lives, trying to do as much as possible at the same time. This inevitably has consequences.

In one Forsa survey, 41% of Germans interviewed said that they were stressed by their own demands. Parents who work full-time, in particular, scarcely know how to manage all the requirements placed on them. In the 2013 Vorwerk Family Study, 65% of all parents with children under 16 say they feel that they are not coping with all the demands that they face. There are huge numbers of books and articles that try to help with this, offering advice on how to catch one's breath in a fast-moving, accelerated, overstretched society. Power yoga, low-carb diets, workplace massage, lunchtime meditation – can these things really do anything to combat excessive demands?

As you have already guessed, they cannot. This is because the problem lies within ourselves. At this point, you are best advised to have some coffee, smile at your neighbour and take a deep breath, because we need to go back some way in cultural history in order to understand this. The break, as the opposite of work, is a relatively recent phenomenon. It came into being with industrialisation in the 19th century

and followed an era in which craft manufacturers organised themselves according to the seasons, daylight hours, the volume of work to be done, church services and the instructions of the lord of the manor's steward. Work and leisure were interwoven. It was only in the industrial factory, with its artificial lighting and shifts, that work, leisure and, consequently, life itself acquired an alien rhythm. This does not stem any longer from natural conditions, but from the rhythm set by machines. In order to increase productivity, the most important economic instrument becomes the clock. The American Frederick Winslow Taylor developed a method for getting the highest performance out of every worker. In Taylorism, as it is known, firmly prescribed rest periods are intended to enable the worker to regenerate himself as intensively as possible – so that he can then carry on working as intensively as possible. At the Krupp steelworks in 1871, for example, a bell rang for a 15-minute breakfast break, a half-hour lunch break and another 15-minute snack break in the evening.

This rhythm hardened over the centuries and became an automatic mindset. However, it was not only the factory owners who turned their workers into diligent servants. They were merely adapting the existing "protestant work ethic". At least, this is the cumbersome concept used by the great sociologist Max Weber to explain why a rational lifestyle was able to spread so successfully in Western cultures. In essence, Weber's theory holds that protestants – like Christian monks in their monasteries in an earlier age – hoped to gain admission to paradise through diligence, discipline and forbearance. All a worker's strength is directed towards fulfilling his duty. Leisure, pleasure and conviviality are considered to be "in principle the deadliest of sins". Time is not to be squandered. Any pausing is permitted only if it enables tasks to be completed even more quickly. If "human machines in their iron cages" are no longer allowed breaks for their own sake, then – at least, according to Weber – the world loses its attraction.

The number of cases of mental illness in Germany has risen by 120% in the past 20 years – as has the resulting number of days taken off work as sick leave. According to a study by the Federal Chamber of Psychotherapists, for almost every second person who takes early retirement, mental illness is the reason for their giving up work prematurely. With stressed employees, freelancers operating in a precarious position and overburdened managers, burn-out is the modern expression and diagnosis



BEAR TO DO NOTHING
**MEANINGLESS
CALM**



OUR RHYTHM REQUIRES EMPTY SPACES
JUST MISS SOMETHING

that is haunting Germany's world of work. Germany is burnt out – and one reason for this is that there are hardly any genuine breaks any more.

This is because work now is no longer confined within a fixed timeframe. It accompanies us on the screens that we always have with us, and is thus advancing into the previously inviolable spaces occupied by leisure and breaks. In the service and creative sectors, there are now hardly any employers left who tie their staff to fixed times for work and breaks. In an era of flexible working models and the home office, this is no longer so easy to do, anyway. The age of the clocking-on card, when times for both work and breaks were controlled, is over. This may sound like more freedom and leisure, but in fact it leads to the opposite: studies show that employees actually choose to work longer when they are allowed to manage their own working hours. We have forgotten how to take breaks.

Since it is imperative that we relearn this skill in order to stay fit at work, the psychologist Johannes Wendsche from Dresden University of Technology has pulled together 33 studies and carried out experiments on test subjects. His aim was to find out what the ideal break would look like. His finding was that several short breaks spread throughout the day boost performance. Even if you are not yet exhausted, you need to plan them consistently. During the actual break, he says, it is important to try to assume a different posture – in other words, not simply to stay sitting at your computer and open a different browser window. Moving is always good, as is phoning a friend or closing your eyes. You need

to experiment a little for yourself. Variety is what matters – at least, for surviving the working day. However, rules governing breaks do nothing to address the fundamental problem of lack of rest. This will be surmounted only if we treat breaks not merely as a regeneration period but also as leisure time.

THE TIME RESEARCHER KARLHEINZ GEISSLER has dedicated much of his academic life to the subject of waiting and has written several books refocusing attention on the break. He says the rhythm of our lives requires such empty spaces, because it is precisely there that the unforeseen, the creative and the imaginative occur. Breaks allow us, for a few minutes or hours, to be free and to give ourselves over entirely to our own inclinations. This means that breaks are not there solely to make us fit to carry on working afterwards. They are also a small island of freedom, hedonism and leisure.

How, then, can we achieve this happy state? To explain this, let us return now to the point where this article began. You find yourself in the unplanned space described there. Now you can decide: are you going to work or take a break? Mixing the two is not an option. There has to be a productive relationship between work and breaks, and they have to be clearly separated from each other. Since you are between two business appointments, you will probably come down in favour of working. However, since you are also taking the time to read this article, you are perhaps also receptive to the following arguments. This idle time is best suited to a break devoted to leisure. First, sociologists have established that we always relax especially well when we leave the domestic and professional domains behind. This is because those are places where routines and duties lurk everywhere, and these are fatal for a true break. Here, in the free interval between appointments, you have your own temporary territory, which you can shape entirely as you wish. Now, of course, you will wonder how to do that. What would really make it feel good?

First, you have to accept that you will miss something else during a break – and that this is absolutely nothing to worry about. Here, you have the opportunity to get truly engrossed in something, whether it is an intricately composed piece of music, a meaningless doodle on a notepad or a daydream. For breaks to develop their creative power, you need time. Avoid any form of multitasking, because then the sense of relaxation will remain just superficial. Do not eat and read at the same time, or listen to music while looking at Facebook. Do not consume arbitrarily yet fail to fill the empty space. If time races by under normal circumstances when you work, your break needs to follow a completely different rhythm – namely no rhythm at all.

On this small island of time, you need to be willing to let go, to immerse yourself and to let yourself be moved. This works best outdoors, in nature, but music, meditation or a chat are helpful, too. An elongated break fills us with longing and imagination. Walter Benjamin once said that the longer he stood on a platform waiting for a woman, the more beautiful she became. Perhaps this is how we can take hold of the opportunity to lay aside the hustle and bustle of our lives and to appreciate the attractions of the world – by finding a way to tolerate doing nothing.

Greta Taubert

ILLUSTRATIONS: MARIO WAGNER FOR WAGEN EINS

ON THE MOVE

So smart!

THESE TRAVEL COMPANIONS DO MORE THAN YOU MIGHT THINK.



POINTER

Here is one clever clock [1]: Put the date ring on the current date and turn the sundial towards the sun so that the light falls on the hole. On the inside, a ray of sunlight will show the local time. Ring or pendant. Around €128. nomos-store.com

WONDERBAG

Looks old-fashioned, but this hybrid is truly state-of-the-art. With two hand movements, the rucksack [2] becomes a courier bag. With two more, you have a briefcase. The built-in PC compartment is not affected. €750. hardgraft.com

THE SOUND IS RIGHT

This Belkin stand [3] has the ideal angle for watching films with ease on your iPad – and offers perfect sound quality. Also available as a reward for 14,000 bahn. bonus points [bahn.de/praemienkatalog]. €200. belkin.de

CHARGING POINT

This Soultra iPhone case [4] not only protects the handset against scratches and knocks, but also automatically recharges the battery when the sun is shining. It also has an energy store to give extra running time. €100. soultra.de

BRIGHT SPOT

Retro style and modern technology come together in these sunglasses from Eyevan's Collection 7285 [5]. The brighter the light, the darker the lenses turn, in just a few seconds. And vice-versa. Around €390. Via mrporter.com

Gin

IT REMAINS THE DRINK OF THE MOMENT – AND IS INSPIRING MORE AND MORE DISTILLERIES. HERE IS A SELECTION OF NEW PRODUCTS.



STEPHAN GARBE AT THE GIN SUL DISTILLERY

It takes quite a search. Stephan Garbe's distillery is not easy to find. Down a narrow lane in an industrial shed between a workshop for vintage cars and a building firm, he distils his Gin Sul in front of sky-blue patterned tiles. In small batches and by hand.

Ever since the success of "Monkey 47", we have known that decent gin also comes from

Germany. In 2011, at a blind tasting, it was voted the best gin in the world. The genie is now out of the bottle – barely a month goes by without a new creation from Germany. "This increases the diversity in the market," says Stephan Garbe, forcing every producer to make their own distinctive mark. His product has Portuguese roots, for example. Simple ingredients from the

western Algarve provide a subtle citrusy fragrance, helping to accentuate the clear juniper notes in the taste.

"Ferdinand's Saar Dry Gin" is infused with Riesling, Simon Feinbrenner's gin unleashes aromas of coriander and cardamom, while the Elephant Gin produced

by Robin Gerlach exudes a touch of the exotic – a complex, but delicate spirit with a slight scent of pine needles. The name says it all: 15% of the profits from every bottle sold go to protect African elephants.

Whatever the hype: it is important to trust your tongue. And your nose, as the authors of the informative book 'It's Gin Time' [published by Delius] write. "Because no other spirit is so closely connected to the sense of smell as gin." This is no surprise: good gins can contain more than 50 herbal ingredients.



FERDINAND'S SAAR DRY GIN
Saarbrücken, approx. €35, 44% vol., 500 ml. saar-gin.de



SIMON'S BAVARIAN PURE POTT STILL
Alzenau, €35, 46% vol., 700 ml. feinbrenner.eu



ELEPHANT GIN
Schwechow near Hamburg, approx. €35, 45% vol., 500 ml. elephant-gin.com

FOTOS: PR [7] INFOGRAFIK: DIETER BRAUN FÜR WAGEN EINS

A business meal

THE GUEST COMES FIRST:
The inviter should heed their guests' dietary requirements

WHAT DOES THE GUEST EAT?

- lactose-free
- vegetarian
- vegan
- gluten-free
- halal
- kosher

A NO-NO: FOOD THAT MIGHT SPLATTER

- spaghetti
- rocket

CUTLERY CODE FOR THE WAITER

- Taking a break
- Finished, please clear away!

ON THE SAFE SIDE

1. Italian
2. Modern (including German)
3. Asian
4. Brewery taverns
5. French

WHAT TO TALK ABOUT - AND WHEN?

- Starter: weather, football
- Main course: holiday trips, city breaks
- Dessert: favourite books, philosophical observations
- Coffee/liqueur: business

DURATION OF A BUSINESS MEAL

- Lunch: 1-1.5 hours
- Dinner: 2-3 hours

PAYMENT

TAXES

Rule of thumb: the inviter pays!

70% is deductible

Nowhere can you display good manners better than at a business meal – or show yourself up more. The seemingly informal meeting over lunch or dinner [with breakfast meetings also gaining in popularity] can certainly help to test your counterpart's table manners. Being served lobster and then observed as you crack it open may be the least of your worries. "The overall impression counts," explains Jochen Mai, behavioural expert and contributor to the karrierebibel.de website. To convey confidence you need to move slowly and surely, overlook mishaps, leave your mobile phone firmly in your pocket and never make your host look foolish –

even if they forget to top up your drink. A good host in turn discreetly makes sure at the outset whether any of their guests has special dietary requirements: vegetarian or vegan, lactose- or gluten-free, halal or kosher. An invitation to an Italian restaurant is usually a safe option, although Asian or modern German cuisine are becoming ever more popular. This applies to both parties: avoid dishes with the potential to splatter, such as spaghetti or rocket with dressing, and do not discuss business until dessert arrives – when abroad, Germans often offend by pushing ahead too quickly. Finally, avoid a financial faux pas by following this simple rule of thumb: the inviter pays.

12 hot tips

NEW RESTAURANTS, BARS,
HOTELS, DAY SPAS AND CLUBS
YOU SHOULD CHECK OUT.

TIP



SALTROOM

Hamburg | The 17 tons of Himalaya salt at the Hamburg Saltroom [1] provide a healthy coastal climate. Just a 45-minute session [€18] should be as relaxing as a day by the seaside. Hansastrasse 2-3, Mon. to Fri. 9.30am to 8.00pm, Sat. 11.30am to 4.00pm. saltroom.de

STORSTAD

Regensburg | “Food porn” or “wickedly tasty food” – that is how gourmet chef Anton Schmaus describes his Asian fusion cuisine. Delicacies ranging from shellfish to Japanese noodles and hearts of palm are all served up by Anton Schmaus in his purist-style restaurant above the roofs of Regensburg. Watmarkt 5. storstad.de



EMSER THERME

Bad Ems | This river sauna is truly unique. The 250m² yacht-inspired wellness oasis [3] with panoramic views over the Lahn, and adjoining lounge terrace with bar, resembles a floating island – making it the ultimate stress buster. Emser Therme, Viktoriaallee 25, daily, from 9.00am to 10.00pm, Friday to midnight. emser-therme.de

MAXIE EISEN

Frankfurt am Main | Has even managed a mention in the New York Times: the pastrami hotspot Maxie Eisen [2] with bar in Frankfurt's trendy station district is named after a Chicago gangster great. Alongside sandwich classics with delicately smoked and marinated beef, chef Tino Schachtschneider serves crowd-pleasers such as half a chicken or steak and chips as well as deli delights, including Matzah ball dumplings. Münchner Strasse 18. maxie-eisen.com



WARTESAAL

Cologne | Party location, club and restaurant [5] – Wartesaal's owner Elias Khamassi has created an interior design with the wow factor in Cologne's new Rheinauhafen district. With spectacular views over the river you can sip cocktails on the terrace and enjoy a range of [light] dishes. Im Zollhafen 2. wartesaal.de

BOTANISCHER SALON

Berlin | With their detox cookery school Ela Papen and Jana Plewa are following in the footsteps of celebrity role models such as Gwyneth Paltrow. Learn how to prepare green smoothies [three hours from €95] or a “botanic patisserie”. Am Treptower Park 17. botanischersalon.de

25HOURS HOTEL

Berlin | The hotel [4] in the Bikini building is a designer's dream, created by Werner Aisslinger. Its big highlight is the Monkey Bar with probably the best view over Berlin. Budapest Strasse 40. 25hours-hotels.com

FOX

Munich | Once a doorman at the legendary P1, Klaus Gunschmann knows: it's the mix that matters! You see that in every detail of the bar's undone look. Türkenstrasse 52. facebook.com/foxmunich



HERZUNDNIERE

Berlin | Using not just a few animal parts but everything from nose to tail – that is part of the philosophy at the new Kreuzberg Restaurant [7] run by Christoph Hauser and Michael Kühle. Serving dishes that go beyond fillet cuisine, the duo offer unusual taste experiences. Fichtestrasse 31. herzundniere.berlin



WEISSENHAUS

Wangels | For the newly opened luxury resort at Weissenhäuser Strand on the Baltic coast an almost empty hamlet and palace have been transformed into a grand village [6]. With palace suites and a huge spa area with pool, hammam and saunas. Parkallee 1. weissenhaus.net



LAGOVIDA RESORT

Grosspösna | Situated south of Leipzig in the Neuseenland lake district, LAGOVIDA [8] opened this summer, offering an exclusive nature experience. Boasts a marina and 23 dune dwellings with direct access to the beach [each with its own sauna]. Hafenstrasse 1. lagovida.de

WAIBELHOF

Gunzesried | Just five kilometres from Sonthofen in the Oberallgäu region, yet a world away from the stress and hectic pace of daily life: Waibelhof [9] is a country manor offering the comfort of a top hotel. The owner gathers herbs [for use in teas] and offers natural products from her own organic farm. The wellness range includes massages as well as aromatic oil and herbal treatments. waibelhof.de



Düsseldorf

WHERE? HOW? WHAT? YOUR GUIDE FOR A STOPOVER.



BITE TO EAT

What's Beef?! [1] Organic gourmet burgers at their best at Immermannstrasse No. 24. Also features Wagyu beef, and for vegetarians and vegans Portobello mushroom burgers with truffle mayonnaise made from almond milk. whatsbeef.de
Yabase [2] Top cuisine at Klosterstrasse No. 70, where the sushi, sashimi, tempura and seafood salads all help to make it stand out among the decent Japanese eateries around. The lunch menu is a good deal. yabase-ddf.com/de

MUST SEE

Breuninger [3] Not to be missed at Königsallee No. 2 is the Breuninger department store in the new and spectacular Kö-Bogen complex - designed by top architect Daniel Libeskind. e-breuninger.de
Toykio [4] Street art, toys, neon signs and snacks: This mixture of art gallery and café at Immermannstrasse No. 18 has all kinds of things you may not need but also lots worth looking at. oykio.com

CHEERS!

Bar & Cigar Lounge Breidenbacher Hof [5] A Düsseldorf single malt that can be compared with the great Scotch whiskies? It is called Baas and tastes best when combined with a Corona from the walk-in humidor at Königsallee No. 11. capellahotels.com
Schumacher [6] Top-fermented dark beer is a Düsseldorf institution just as Kölsch is in Cologne. A visit to the oldest brewery's head office is a must [Oststr. 123]. schumacher-alt.de

STRESS BUSTER

Gold Elephant [7] Traditional Thai massage that sets new standards in ambience and wellness. 60 minutes from €45. goldelephant.de
Free WiFi [8] Relax - you can access the internet for 30 minutes in the station - completely free. For information visit hotspot.de
 For your onward journey Flinkster hire cars [including electric vehicles] and rental bikes [Call a Bike] are also available here. bahnhof.de

MUST HAVE

PerlenReich [9] New galleries, workshops and PerlenReich, with its thousands of items of jewellery at Ackerstrasse No. 215, have transformed Flingern into an upmarket shopping location. Many see this former working-class district as Düsseldorf's Notting Hill. perlen-reich.de
Linzbach [10] With its extensive selection, the pipe and cigar shop at Graf-Adolf-Strasse No. 78 is a place of pilgrimage for tobacco connoisseurs. tobacco.de