THE “ME” BRAND: HOW TO USE YOUR ACHIEVEMENTS FOR GOOD SELF-PROMOTION.

KEEP FIT WHEREVER YOU’RE TRAVELLING: GET YOUR TRAINERS ON AND GO.

BANKING ON THE FUTURE
SUSTAINABILITY – A NOBLE BUT UTOPIAN GOAL FOR MANY COMPANIES. BUT MORE AND MORE ARE CHANGING FOR THE BENEFIT OF EVERYONE.
DEAR READERS,

We take some messages to heart. If you were always told as a child not to “blow your own trumpet”, it’s unlikely you’ll be the type to talk about your abilities later in life. Why should you talk about them? Don’t skills and achievements speak for themselves? In an interview on page 12, consultant and author Petra Wüst (Schüchtern war gestern [Putting shyness in the past]) explains how to let go of false modesty without going to the other extreme: exaggerated self-representation. People who know their strengths can also be more confident and relaxed in negotiations over their own concerns – such as a pay rise. You’ll find more great tips on negotiating on page 21.

It’s a term that’s getting harder and harder to hear: “sustainability” sounds vague because it applies to every sphere of life, from household waste to the energy-saving lamp, from global warming to global food supply. But at its core, sustainability is nothing less than the legacy we leave for future generations. We all know we need to do something, but many companies are still having difficulties with the implementation. Our cover story reports on positive approaches in business and is a call for us to take action and show our true colours.

Best regards,
Karin Kaestner, Head of DB Corporate Sales

All aboard

“SUSTAINABILITY REQUIRES MORE EFFORT IN ALL AREAS. SOME COMPANIES ARE STILL FINDING THIS HARD.”

Good idea / Editorial

02  ALL ABOARD

04 RAIL & CO.
The new ICE 4 / DB in climate rankings / The craft megatrend

06 HIGHER SPEEDS, MORE ROUTES
The ICE Sprinter now offers new routes and better service

08 EASY RIDER
New, stylish e-bikes

11 TRAINING
Go running in any city

12 LET’S TALK ABOUT...
Self-marketing and the art of presenting yourself in a positive light

16 FOCUS
Sustainability and why companies have some catching up to do

19 ON THE MOVE
What to put in your weekend bag

20 ENJOYMENT
Craft beer: brewing up success

21 HOW DOES IT WORK?
Asking for a pay rise. And when is it best to abort?

22 ARRIVE IN STYLE
Hotels, bars and cafés

24 NEXT STOP
Munich: ten hotspots

Published by: DB Mobility Logistics AG
Project Coordination: Simone Schreier, DB Vertrieb GmbH, Stephensonstraße 1, D-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: Jürgen Kaffer
Art Director: Matthis Eilers [fr]
Picture Editor: Olga Kessler [fr]
Contributors: Martin Häusler, Nicola Malbeck, Vera Stegner, Helmut Ziegler, Klara Walk

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

IMPRINT

www.autartec.com
Mr Ebert, what’s your favourite rail route?
Frankfurt to Cologne. It’s so fast, you’re younger, according to the theory of relativity, when you get to the destination than you were when you set off.

Do you book a specific seat?
I like having a single window seat in the open carriage. However, I only rarely reserve a seat. You have to live dangerously every now and again.

What do you always carry with you?
My ancient laptop. Which is, annoyingly enough, so slow that we’ve often awarded the best possible mark of 100 out of 100 for the transparency of its reporting.

How do you pass the time when travelling?
I like enjoying a bit of peace and quiet on trains. If I wanted more entertainment, I’d book a club holiday.

What’s the perfect journey time?
3.5 hours. That gives me at least ten minutes to work on my laptop.

Do you make excessive use of the on-board services?
The warm butter cakes are delicious!

What is the name of the DB product that will shortly be linking major cities?
Send your answers to the following email address by 30 June 2016: geschaeftsreisen@deutschebahn.com. We will be giving away a pair of Bose “Quiet Comfort 25 Acoustic Noise Cancelling” headphones at the end of each month until the closing date.

What kind of additional entertainment would you like on the train?
I actually like to enjoy a bit of peace and quiet on trains. If I wanted more entertainment, I’d book a club holiday.

Do people sometimes come up to you when you’re travelling?
Yes, very often. Usually asking me whether I want another butter cake.

BIO: The physicist and cabaret artist Vince Ebert, 52, proves that the laws of science can be fun. He is currently touring Germany with his show “Evolution”, performing in Munich (3 April) and Berlin (5/6 May). His latest book, “Waren das Leben zu komplex ist, um es perfekt zu planen” (Unpredictable: why life is too complex to plan perfectly), was published in February: vince-ebert.de

Mr Ebert, what’s your favourite rail route?
Frankfurt to Cologne. It’s so fast, you’re younger, according to the theory of relativity, when you get to the destination than you were when you set off.

Do you book a specific seat?
I like having a single window seat in the open carriage. However, I only rarely reserve a seat. You have to live dangerously every now and again.

What do you always carry with you?
My ancient laptop. Which is, annoyingly enough, so slow that we’ve often awarded the best possible mark of 100 out of 100 for the transparency of its reporting.

How do you pass the time when travelling?
I like enjoying a bit of peace and quiet on trains. If I wanted more entertainment, I’d book a club holiday.

What’s the perfect journey time?
3.5 hours. That gives me at least ten minutes to work on my laptop.

Do you make excessive use of the on-board services?
The warm butter cakes are delicious!

What is the name of the DB product that will shortly be linking major cities?
Send your answers to the following email address by 30 June 2016: geschaeftsreisen@deutschebahn.com. We will be giving away a pair of Bose “Quiet Comfort 25 Acoustic Noise Cancelling” headphones at the end of each month until the closing date.

What kind of additional entertainment would you like on the train?
I actually like to enjoy a bit of peace and quiet on trains. If I wanted more entertainment, I’d book a club holiday.

Do people sometimes come up to you when you’re travelling?
Yes, very often. Usually asking me whether I want another butter cake.

BIO: The physicist and cabaret artist Vince Ebert, 52, proves that the laws of science can be fun. He is currently touring Germany with his show “Evolution”, performing in Munich (3 April) and Berlin (5/6 May). His latest book, “Waren das Leben zu komplex ist, um es perfekt zu planen” (Unpredictable: why life is too complex to plan perfectly), was published in February: vince-ebert.de
Your manufacturing plant is just outside Stuttgart, your headquarters are in Berlin, but the important industry events are held in Cologne, Leipzig or Hanover. Employees of medium-sized and large companies are all too familiar with the feeling of needing to be in more than one place at the same time. That is why the ICE Sprinter is particularly useful for business travellers. The special Deutsche Bahn product was developed to get business travellers from one city centre to the next in the shortest possible time.

This is possible because of faster travelling speeds and fewer stops compared to the parallel ICE services. Several of the Sprinter connections easily stand up to the comparison with car and plane journeys. And, in addition, business travellers can work, read or relax without interruption on their journeys.

Several new Sprinter connections have been added in the timetable change last December, for example on the routes between Frankfurt/Main and Berlin, Cologne, Düsseldorf and Stuttgart [in both directions]. Berlin can now be reached from Frankfurt in just 3 hours and 40 minutes – around 30 minutes faster than with the normal ICE. The service between Düsseldorf/ Cologne and Frankfurt has now also been expanded with up to twelve Sprinter connections every day, and there are up to eight daily connections between Stuttgart and Frankfurt. The Sprinter surcharge of €11.50 no longer applies and reservations are no longer compulsory – making travel even cheaper and more flexible.

With the ICE Sprinter, travellers not only get to their appointments faster or get home earlier after a long day’s work, they also save money. Another new feature is that these extra-fast connections are specially marked when you book.

**FASTER JOURNEYS TO NEIGHBOURING COUNTRIES**

Another new service will be available from July this year, with international Sprinter trains that offer faster journey times for business travellers between German and foreign cities. The ICE Sprinter makes it easy and convenient to travel to major cities in neighbouring countries by rail and back on the same day. Additional ICE connections also mean you can now reach more Swiss cities, such as Zurich and Chur, from Germany without changing trains.

The expansion of the Sprinter network is proceeding steadily. From July, two new Sprinter train pairs will be linking Frankfurt and Paris via Strasbourg. More destinations are to follow soon.

**THE ICE SPRINTER PROVIDES FAST AND DIRECT LINKS BETWEEN MAJOR CITIES.**

A NUMBER OF ATTRACTIVE ROUTES HAVE NOW BEEN ADDED AND THE SPRINTER SURCHARGE HAS BEEN DROPPED.
The e-bike market is picking up speed. More and more manufacturers are working on reinventing the wheel – as a stylish, high-tech vehicle where the “e” is nowhere to be seen.

At first sight it looks just like a conventional bicycle. But when you press a button on the frame, it whirs quietly, LEDs flash, and pressing down on the pedals gets the motor going and the bike accelerating. You can guess where the high-tech bike’s technical propulsion is – it’s hidden inside the hub of the back wheel, with the battery pack and charging socket tucked away almost invisibly inside the frame. There is no question about it – the days when pedelecs were ridiculed as a means of transport for pensioners are long gone. “Design, lifestyle and riding pleasure are now priorities, making e-bikes an increasingly popular choice among a younger target group,” says David Horsch, Physicist and Managing Director at Coboc in Heidelberg. Other new companies are also enriching the market.
market with innovative bikes, most of which are manufactured by hand in small numbers using complex processes. The design emphasises the sporty character of the models. Around one in every eight bikes sold in Germany has an electric motor, a total of more than 2.1 million bikes.

The inbuilt tailwind makes it easier for commuters to switch from their cars to their bikes, while the invisible cheat boost guarantees extra energy and effortless power over longer distances or when mountain biking. However, the pleasure of gliding over roads and forest paths with electric propulsion does not come cheap. You’ll be hard pressed to find an e-bike for less than €2,000.

**FOLDING IN**
In just ten seconds, the “eLink” by Tern can be folded up to the size of a suitcase – a handy 80 x 72 cm. Ideal if you’re catching a bus or train. Around €2,000. ternbicycles.com/de

**ALWAYS ON AIR**
The battery of the “Vanmoof Electrified 3” is fitted in the front frame triangle and lasts approx. 60 kilometres. The motor is hidden in the front wheel and can be switched on and off using the control module [photo r.]. With GPS sensor for theft prevention. From €2,250. vanmoof.com

**WOODEN PERFORMANCE**
All the electronics of the “Wooden e-Bike” by Aceteam in Berlin are hidden away and protected from the wind and weather inside the sleek curves of the ash wood frame. Winner of the “Green Product Award 2015”. Around €4,000. aceteam.de
Getting off to a good start – anywhere

GET YOUR TRAINERS ON, EXPLORE THE AREA AND STAY FIT: YOU CAN GO RUNNING ANY TIME, EVEN WHEN TRAVELLING.
TIPS ON PREPARING FOR THE RUNNING SEASON.

WARMING UP AND COOLING DOWN
From zero to sixty in just a few seconds? Maybe not. You’re better off warming up and getting the muscles loosened up before you set off on a run. The “Sworkit” app has a huge range of stretching, strength and warm-up exercises. Each exercise is demonstrated in a video by a trainer and the duration of the training can be set beforehand. sworkit.com

CHOOSE YOUR ROUTE
Running apps like “Runtastic” guide you on unfamiliar territory. Using GPS technology, the app tracks the community’s routes, saves them and uploads them to the network. The tracking feature also indicates when you completed which route. It is available for iOS, Android, Blackberry and Windows Phone. runtastic.com/de

PLAN YOUR OWN ROUTE
Do you like to strike your own path? Then “Route Runner” could be perfect for you. The app allows you to set your own waypoints, generate random routes of predefined lengths or even incorporate alternating walking, running or jumping exercises. It reads out directions and indicates a change of activity by vibrating. play.google.com/store/

FIND A RUNNING PARTNER
If you fancy getting to know the area with a group of runners, or if you just need someone to help you overcome your weaker self, looking for a running partner may be the answer. The “meet2run” app shows running groups in your area and brings running partners together in several cities across Europe. You don’t have to go through it alone! meet2run.de

QUICK EXERCISES

SIDEWAYS JUMPS
Stand next to a hurdle 30 to 50 centimetres high, use your arms to get some momentum and jump over to the other side of the hurdle with both feet. Three sets of ten jumps are good to begin with.

TUCK JUMPS
From a normal standing position, jump up forcefully and pull in the knees towards your belly. Land on both feet and launch into the next jump. Try three sets of five jumps after running.

PUSH-UPS
Push-ups can also be done in the open air and are great for improving fitness. It’s important that the legs, upper body and head form a straight line and that the arms are never fully locked.
YOU’RE GOOD, BUT NOT MANY PEOPLE KNOW IT? THAT CAN BE CHANGED, SAYS PETRA WÜST, AN EXPERT ON SELF-MARKETING. IN THIS INTERVIEW SHE EXPLAINS HOW BEST TO MARKET YOURSELF AND YOUR WORK WITHOUT BECOMING A BOASTER.
Ms Wüst, you’re an expert and coach in the field of self-branding – the art of selling yourself well. Is this about external matters such as how we dress? Clothes do play a role in how others perceive us and whether they remember us. But self-marketing is first and foremost about who you are and what you can do. Clothes and hairstyles may be hallmarks of your brand, but they’re not the brand itself. For successful self-marketing, you need more than a single memorable feature. The brand is a complete package. What constitutes a personal brand? You have to make a distinction between two things: a brand and marketing. To be successful in self-marketing, you first need a profile. And how do you get a profile? Self-marketing always begins with the question: who am I? What values do I represent? What talents and abilities do I have? What are my strengths? What are my achievements? And what emotions do I tend to trigger in others? So it’s about how you come across? Yes, it’s also about presenting yourself and selling something to people. And what do people want? Emotions. Let’s take watches, for example. There are cheap watches from the Far East that tell the time. And there are long-established and distinguished watch brands. The watches by the renowned brands are more expensive but people buy them nonetheless because they convey emotions. For example, the good feeling of being able to rely on the watch. Or the sense of wearing something very special on your wrist. The time shown on these watches may be the same, but the experience for the wearer is different. It’s similar with people on the career ladder. Whether people want to work with a certain person, whether they give them a job or promote them, doesn’t only depend on their qualifications but also on what emotions they trigger.

What can you do to apply this insight for your own benefit? Emphasise the positive aspects of yourself more than the negative aspects. If a glass is half-filled with water, you can say that it’s half full and that what it contains is good and precious. Or you can say that the glass is half empty, that half is missing and what the glass contains is hardly worthy of mention. Above all, successful self-marketing is a case of talking positively about the half-filled glass and its content: “There’s already so much in there... and it’s good!” Why is it so important in terms of a career that you can market yourself well? Because in the modern world of work, everyone has to be able to present themselves to customers, colleagues and superiors and show what they can do. Moreover, the competition for the best jobs is tough. Despite that, you often see people make classic self-marketing mistakes in applications. For example, when a job requires five specific skills and the candidate only has four of them. What do they talk about first? The one thing they can’t do. But people who constantly talk about how great they are quickly stand out as show-offs... We’ve brought up to be modest and that’s why so many of us find it hard to talk about the positives every now and again. We always talk with colleagues and superiors about the things that aren’t going well. But we never talk about the things that are going well. People should learn to talk naturally and self-confidently about their strengths - and they often have more than they think. But still, anyone requiring their colleagues unprompted with tales of their heroic feats will not be making themselves popular.

What do you say when a colleague asks you how it’s going? A lot of us answer by saying how much pressure we’re under. That’s a negative answer. Instead, you could say something about the presentation that went well that morning and that the customer wants a quote as soon as possible. If you do that with genuine joy and pride, without disparaging others, then it’s not showing off. That’s holding yourself in high esteem. The first step towards successful self-marketing at work is to make one positive remark about your own work every day. Just not to the same person each time. It seems you need a healthy dose of self-confidence for self-marketing. Not everyone has that. Is it just something for extroverts? No, self-marketing is for everyone. You are right, though. Self-confident people will find it easier to talk about their successes. But it’s a process that requires several small steps and everyone starts with what they have. It’s about talking positively about all the small things you achieve each and every day. This helps you to develop self-confidence. If you do it, you’ll see that it works. And if you then get positive feedback, too, all the better. It’s important to understand that self-marketing is not magic. Everyone thinks it’s difficult and that you have to reign your whole way of thinking and acting. But I would warn against doing 180 degree turnarounds by suddenly changing the way you dress or starting to pester your colleagues with stories about how great you are. That’s not self-marketing, that’s just boasting. And worst of all, it’s not authentic. Anyone suddenly changing from being a timid mouse to being the star of the show is bluffing in most cases. And bluffing is the wrong approach.

What do you say when a colleague asks you how it’s going? A lot of us answer by saying how much pressure we’re under. That’s a negative answer. Instead, you could say something about the presentation that went well that morning and that the customer wants a quote as soon as possible. If you do that with genuine joy and pride, without disparaging others, then it’s not showing off. That’s holding yourself in high esteem. The first step towards successful self-marketing at work is to make one positive remark about your own work every day. Just not to the same person each time. It seems you need a healthy dose of self-confidence for self-marketing. Not everyone has that. Is it just something for extroverts? No, self-marketing is for everyone. You are right, though. Self-confident people will find it easier to talk about their successes. But it’s a process that requires several small steps and everyone starts with what they have. It’s about talking positively about all the small things you achieve each and every day. This helps you to develop self-confidence. If you do it, you’ll see that it works. And if you then get positive feedback, too, all the better. It’s important to understand that self-marketing is not magic. Everyone thinks it’s difficult and that you have to reign your whole way of thinking and acting. But I would warn against doing 180 degree turnarounds by suddenly changing the way you dress or starting to pester your colleagues with stories about how great you are. That’s not self-marketing, that’s just boasting. And worst of all, it’s not authentic. Anyone suddenly changing from being a timid mouse to being the star of the show is bluffing in most cases. And bluffing is the wrong approach.

Meaning you should be genuine in the way you sell yourself? Without genuine achievement there’s nothing there to draw attention to. But there is one golden rule of self-marketing: don’t badmouth yourself or your work unless you can’t avoid it. Of course, you should address serious faults and you should try to improve. But you can conceal weaknesses that hardly anyone would notice unless you explicitly drew attention to them. Never start a presentation with the words “I don’t want to bore you all...”. If you do, that’s exactly what your audience is going to expect. Without your warning, some of them might well have found your presentation inspirational.

Klara Walk
You may have heard the anecdote about a telling incident that happened at an important conference on sustainability. Among the speakers was the Dutch company director Bas van Abel, a hip start-up entrepreneur straight out of a picture book: curly hair, a three-day beard and casually rolled-up shirtsleeves. He told the audience about his company’s work with the Fairphone, a sustainable mobile phone. No metals from crisis regions, modular design for longevity and a transparent manufacturing process. It was clear for all to see that the concept of sustainability was right at the heart of the company.

After the applause had died down, a woman went up to Bas van Abel: She introduced herself as the Head of Sustainability at a world-famous electronics giant and asked whether he could help her. Her boss had put the Fairphone on the table in front of her and emphatically asked why they weren’t in a position to come up with something similar. Bas van Abel said he was happy to help – and was invited to Japan soon thereafter.

Since then, Deutsche Telekom has also been consulting the shrewd underdog. Bas van Abel is quoted on the first few pages of their 2014 Corporate Responsibility Report: “Every pixel you see and every byte you send has a whole world of minerals, factories, recycling and distribution behind it. It’s time for our connected communication systems to reveal the invisible world of our production systems, and make it human again.”

The 37-year-old founder of Fairphone appears to have started a movement. When he began in 2010, the plan was not to conquer the market with another smartphone (he’s only sold 60,000 so far). What he really wanted to do was use one of the most complex gadgets we rely on every day to initiate a debate about responsible manufacturing in a world full of products that no one really knows how and of what they’re made.

In 2014, the Berlin company Rankabrand published a ranking list that named Fairphone the world’s most sustainable electronics manufacturer. For most companies in the sector, the survey was almost tantamount to a declaration of bankruptcy. Most of the 20 brands surveyed failed to fulfil even a third of the criteria for social and environmental sustainability. One major problem the analysis revealed was greenwashing, the strategy of misleading the public with superficial measures. 85% per cent of the mobile phone manufacturers had launched an initiative to avoid using materials from conflict areas. But only Fairphone and Apple could show that they had implemented the measure in practice.

At a maximum, only five per cent of companies in Germany have real credibility when it comes to the sustainability focus of their operations, “estimates Michael D’heur, whose company, the Munich-based shared value chain, specialises in advising managers on matters relating to sustainability. “Another five per cent have just started to engage with the issue. The other 90 per cent are doing exactly what they were doing before – superficial engagement. Most companies still do not understand that sustainability means more than simply planting a hundred trees or serving vegetarian meals in the canteen one day a week.”

Each time Michael D’heur is asked to help a company that is seeking to change, he takes the same approach. First, he takes stock of the current situation, then he finds an appropriate concept and, lastly, he helps the company to implement that approach. There is a huge difference in the way companies work and there is just as great a difference between their initial ideas of what sustainability means. However, the origins of the term “sustainability” testify to the difficulties. The much-quoted Hans Carl von Carlowitz is regarded as its originator because he called for “sustainable” use of trees in the Erz Mountains back in 1713. The Chief Mining Administrator’s main concern was to ensure that there was enough wood available in the long term to smelt the mined ore. He did not, however, write about the drawbacks of ore mining or smelting.

The term continues to be interpreted from various points of view to this day. But what is sustainability really? In short, it should secure the survival and integrity of all, it has a 360-degree applicability and it takes place in all core areas of an organisation. In the products, the supply chain, the strategy, HR development and welfare, and communication. This focus is relatively easy to implement in new start-ups such as Fairphone, which are looking at a blank sheet. But companies that have been operating in the market for longer and that would have to reorganise their functioning supply chains seem to have great difficulty doing so.

In view of the frequent financial crises, unstable markets, never-ending military conflicts, growing world population, increasing migration flows, ever scarcer resources, revelations of poisonous products and the exploitation of workers, sustainability has been a constant focus of research, politics, business and the media in the 21st century. And the principle of an economy aligned towards linear growth is clearly not sustainable, it’s highly destructive. That we can all agree on. Can sustainability be labelled a megatrend? No, only superficially perhaps. Inside many companies, things are just as they were in the good old 1990s.

Michael D’heur is familiar with this from his day-to-day work. “Let’s talk about sustainability! – he rarely gets an appointment when he approaches one of the old-school
growth-obsessed managers with that request. But it’s a different story when he says: “Let’s transform your risks into opportunities!” Companies, it seems, are more than ready to invest time and money when it comes to risk management. But risk avoidance is defensive and sounds like the role of the victim. Looking at it in another way would involve positive thinking and putting the company’s possibilities within the context of the global health outlook – i.e. consciously choosing to operate sustainably. “Be proactive, get in there,” says Michael D’Herst, “then you’ll still be a leading company in future rather than one of the ones hobbling along behind!”

A number of failed attempts have shown that tinkering with traditional growth targets is not effective, according to Dirk Löhr, Professor of Ecological Economics at the Trier University of Applied Sciences’ Environmental Campus. “It’s not the job of company managers to save the world,” he says. “Their first duty is towards their shareholders. If they act in accordance with their company’s philosophy, they will have to find a new direction to developments. Do they still represent the old concept of growth or are they already operating with an awareness of their employees and by attracting new customers who are conscious about consumption. Experts estimate that environmental scepticism are met.

These examples have one thing in common. It’s always individuals or groups of like-minded people – crusaders who are passionate about honouring their sustainability promises. Small and medium-sized companies may find this easier than large corporations. But the efforts of some of the big players should also give rise to optimism. In its “Vision 2020”, Deutsche Bahn commits to maintaining a harmony between economic, ecological and social aspects. The company is aiming to become an “environmental pioneer” by 2020 by reducing CO₂ emissions and noise pollution from rail transport. The software giant SAP has introduced a “sustainability matrix”. Since then, all divisions – right up to the highest levels – have to submit reports on the green challenges they are facing. Daniel Schmid, Head of Sustainability at SAP, says they are working on the goal of “no longer needing sustainability targets”.

Michael Otto, founder of the “2 Grad” organisation, was already working on making his mail-order company more environmentally friendly in the 1980s – from packaging materials and energy consumption to the production of goods. And he discovered that sustainability pays off. “After some time, the investment pays for itself and you’ve saved natural resources,” he said recently in an interview for the German weekly Die Zeit. Most of the companies that purposefully focus on sustainability improve their results – by exploiting potential savings in energy and transport, by fostering the motivation and creativity of their employees and by attracting new customers who are conscious about consumption. Experts estimate that a company’s assets make up only 20 per cent of its value. The rest is determined by intangible factors such as image or future potential. So the key question is: do customers and investors consider these factors important?

Companies need to ask themselves whether customers trust them to meet the challenges of the future.

COMPANIES NEED TO ASK THEMSELVES WHETHER CUSTOMERS TRUST THEM TO MEET THE CHALLENGES OF THE FUTURE.

Michael Otto, founder of the “2 Grad” organisation, was already working on making his mail-order company more environmentally friendly in the 1980s – from packaging materials and energy consumption to the production of goods. And he discovered that sustainability pays off. “After some time, the investment pays for itself and you’ve saved natural resources,” he said recently in an interview for the German weekly Die Zeit.

Most of the companies that purposefully focus on sustainability improve their results – by exploiting potential savings in energy and transport, by fostering the motivation and creativity of their employees and by attracting new customers who are conscious about consumption. Experts estimate that a company’s assets make up only 20 per cent of its value. The rest is determined by intangible factors such as image or future potential. So the key question is: do customers and investors who are becoming increasingly eco-conscious trust a company to be ready for the major challenges that lie ahead? Martin Häusler
Brewing up a success

CRAFT BEER IS ABOUT TO TRANSFORM THE FEDERAL BEER REPUBLIC WITH DARING BREWERS AND NEW TASTE EXPERIENCES.

“One beer, please.” In the past, you’d get a Pils or a pale beer, a wit or amber lager, stout, porter Kölsch or a dark ale. How things have changed. These days, when to choose from Indian pale ale, the first entrepreneurs started that has been tempting non-beer drinkers from behind their glasses of white wine. It’s not only in Berlin, with its numerous small new breweries, that the heart of the craft beer scene is beating. In the Brauakunst Keller in Miesbach, Alexander Hambourg produces beers with a fruity, hoppy aroma. The small Camba Bavaria brewery in Trauchgau, in the Chiemgau region, produces 40 different types of beer. There is huge demand for their craft beers, especially the cask beers, and fine, fruity Indian pale ale, or IPA. The latter is particularly popular because the different hop aromas are strongly emphasised and because it has an alcohol content upwards of six per cent. Craft beer has captured the spirit of the times. Those wishing to know where the meat on their plate comes from and who shop for “seasonal and regional” produce also tend to prefer a beer that has not been bottled on a production line. Ideally, their beer is produced in small quantities by small companies. But the market is changing. This summer, Stone Brewing, one of the USA’s largest “craft” breweries, will be opening a “brewpub” that can seat 600 drinkers in Berlin. “Germany is a sleeping giant,” says the brewery’s director, Greg Koch. And he’s aiming to give the giant a wake-up call, at least in Berlin, with an enormous selection of no fewer than 94 craft beer varieties.

Money alone never made anyone happy but it does give a sense of security. All the more surprising then, that we talk about it so rarely. Do you know how much your colleagues are earning? When was the last time you brought up the topic of a pay rise? Does your boss like to talk about football, sailing, travelling? Casual topics are a good way of getting started.

Choosing the right time

The following are ideal: a) a good business year. If you’ve won a new customer and b) successfully completed a project. Let your boss know what you want to discuss in advance – he or she will want a chance to prepare, too.

Set your target

A ten per cent raise, 20 per cent? What’s common in your sector? Try to find out what your colleagues earn. Set your personal target.

Accept or reject?

Your boss is offering you much less than you’d hoped? Take it. Even small increases mount up in the long run. You can restart negotiations again at a later point.

Perfect your poker face

Start slightly higher, before yielding gradually. State figures such as £87,500 instead of £88,000 so that you’re only negotiating down in steps of 500.

What if your boss says no?

State openly that you had different expectations. Why is your boss saying no? Ask for an explanation. Emergency strategy: Ask politely for the meeting to be postponed before it gets emotional.

Preparation

You’ve completed a project, made a contribution to profits, trained new colleagues? That’s all important. But don’t throw a pity party – this is not the time to discuss big mortgage payments or high rents.

Small but mighty beers with character

MIGHTY beers with character, from Lager to IPA. Kuehnkunzrosen.de

A different kettle

Forty different beers are produced in Chiemgau. camba-bavaria.de

Huge selection

Greg Koch intends to offer 94 varieties. berlin.stonebrewing.com

Putting it on record

Afterwards, send your boss an email summarising all the agreements made and any further action steps – this will prevent memory lapses.
PHOTOS: PR (5), GEORGE APOSTOLIDIS, ANDRÉ MAILÄNDER, STEFAN KUEHNE

All well and good

DISCOVER NEW THINGS, ENJOY NEW PLEASURES: TEN TOP TIPS.

MATSUHISA [1]
Munich | The Mandarin Oriental in the heart of Munich is taken in a new, high-profile direction with cooking guru Nobuyuki Matsuhisa opening his first restaurant on German soil here. Lotus root chips, wagyu burgers and black cod sashimi – the list of exclusive and delicious Japanese-Peruvian dishes is a long one (mains from €17 to €49). Tip: the bar stocks Hokusetsu sake, of which the chef owns the exclusive rights. The rice wine is produced in a multi-award-winning Japanese microbrewery to a recipe specially developed for Matsuhisa. Mon. to Sat., 18.30–22.30; Sun, 18.00–22.00. mandarinoriental.de

LA MAISON [5]
Saarlouis | The historic villa of Saarlouis' former Higher Administrative Court – along with the caretaker’s house and modern new building on green parkland – has been transformed into the designer hotel La Maison. Its proximity to the French border is also reflected in the Pastis restaurant and the general design: très chic! lamaison-hotel.de

LÉGÈRE HOTEL
Bielefeld | Since spring, the Ostwestfalen-Lippe city has been able to boast one additional hotel. The new Légère Hotel has 120 rooms and is furnished with pieces designed exclusively for the chain. A low-budget alternative – Charly’s House – is to follow in autumn. legere-hotels-online.com

PHÖNIX [4]
Düsseldorf | This restaurant – true to its name – is currently enjoying a fantastic ascent and is becoming Düsseldorf’s hottest eatery. Boris Radczun, manager of the Grill Royal, oversees the exceptional menu (mains from €22) and was involved in the design of the subtly glamorous interiors of the ground-floor bar in the 94-metre-high Dreischeibenhaus. Petrol-blue columns, walnut wood and leather set the tone. Tue. to Sat., 12.00–14.30 and from 18.00; Sun. from 18.00. phoenix-restaurant.de

PLANERTS [2]
Leipzig | The young team around sommelier Stefan Planert brings Asia to Leipzig. The restaurant boasts a sleek industrial design, the food is Euro-Asian. The menu only names individual components of the dish without giving away all the details. Diners only discover exactly what’s in store when the dish is placed in front of them. Tue. to Sat., 11.30–14.00 and 18.00–23.00; Sun and Mon. closed. planerts.com

SEEBAD WARNEMÜNDE [7]
Warnemünde | In the 4,000 square metres of bathing landscape, you have a view of the beach and you can hear the sounds of the ocean. It’s the perfect place no matter whether you want to exercise, take a sauna, swim or just lounge. With a heated outdoor infinity pool, family sauna, gym and a Nivea House. Children, beauty queens and those seeking some peace and quiet will get their money’s worth – be it a day in the spa (from €24) or in the bathing world (from €15). seebad.de

ZENKICHI [8]
Berlin | At Zenkichi, guests don’t take a seat, they’re given one of the 35 minimalist Japanese booths for up to six people. Vary tasty (set menus from €45). Mon. to Sun., 18.00–24.00. zenkichi.de

REICHSHOF HOTEL
Hamburg | The historic hotel close to the railway station has now been reopened following an extensive renovation, with an architecture that has retained the grandeur of an old hotel despite all the modern conveniences. reichshof-hotel-hamburg.de

ARRIVE IN STYLE

HOF HAFNERLEITEN [3]
Bad Birnbach | This Bavarian estate offers themed accommodation and holiday homes to suit all tastes. Breakfast is brought to you in the morning and your host cooks dinner in the evening. The restaurant does not have a menu, only a set menu of the day. On Thursdays, it’s the delicious “pasta alla famiglia”. If you like it, you may want to take the cooking course offered by the head chef. hofgut.info

LA MAISON [5]
Saarlouis | The historic villa of Saarlouis’ former Higher Administrative Court – along with the caretaker’s house and modern new building on green parkland – has been transformed into the designer hotel La Maison. Its proximity to the French border is also reflected in the Pastis restaurant and the general design: très chic! lamaison-hotel.de

TIP

PLANERTS [2]
Leipzig | The young team around sommelier Stefan Planert brings Asia to Leipzig. The restaurant boasts a sleek industrial design, the food is Euro-Asian. The menu only names individual components of the dish without giving away all the details. Diners only discover exactly what’s in store when the dish is placed in front of them. Tue. to Sat., 11.30–14.00 and 18.00–23.00; Sun and Mon. closed. planerts.com

PHÖNIX [4]
Düsseldorf | This restaurant – true to its name – is currently enjoying a fantastic ascent and is becoming Düsseldorf’s hottest eatery. Boris Radczun, manager of the Grill Royal, oversees the exceptional menu (mains from €22) and was involved in the design of the subtly glamorous interiors of the ground-floor bar in the 94-metre-high Dreischeibenhaus. Petrol-blue columns, walnut wood and leather set the tone. Tue. to Sat., 12.00–14.30 and from 18.00; Sun. from 18.00. phoenix-restaurant.de

ZENKICHI [8]
Berlin | At Zenkichi, guests don’t take a seat, they’re given one of the 35 minimalist Japanese booths for up to six people. Vary tasty (set menus from €45). Mon. to Sun., 18.00–24.00. zenkichi.de

RUBY SOFIE [6]
Vienna | First the steam bath, then the ballroom, and finally the Sofiensäle were destroyed by fire in 2001. The stylish “Ruby Sofie Hotel” was opened in the reconstructed building a year ago and quickly made a name for itself. Taking the “lean luxury” approach, there is no restaurant or spa but there is vintage furniture and organic breakfast made with regional ingredients. ruby-hotels.com
Munich

PLANNING A STOPOVER? IT’S WORTH IT FOR A PLEASANT STROLL THROUGH THE BAVARIAN CAPITAL.

APPETITE
L’Osteria [1] If you’re looking for a bite to eat in “Italy’s most northerly city” we recommend the L’Osteria right next to the Main Station – famous for its pasta d’amore and heavenly dolci. Pasta from around €8. Arnulfstraße 1. losteria.de

Gourmet Restaurant Königshof [2] Head chef Martin Fauster is – like Hans Haas at the Tantris – one of Munich’s top chefs. Sensational lunch menu. You eat three courses, stand up and feel lighter than you did before. koenigshof-hotel.de

CHEERS!
Geisels Vinothek [3] This wine bar in Schützenstraße 11 stocks the Rolls-Royces of wines. Best of all: most are served by the glass – no need to order a bottle. Indulgence in tasteful surroundings. excelsior-hotel.de

Café Kosmos [4] This hotspot on Dachauer Straße is a lively place. The pale beer is served in 0.25-litre glasses at what may well be record-breaking low prices. cafe-kosmos.de

MUST-SEE
Glyphothek [5] Always worth a visit: the Königsplatz with Glyphothek, the only museum in the world dedicated to antique sculpture. The café in the inner courtyard is also lovely. antike-am-koenigsplatz.mwn.de

Lenbachhaus [6] Directly opposite you’ll find the renovated Lenbachhaus and the largest “Blue Rider” art collection in the world, with originals by Wassily Kandinsky, Gabriele Münter and Franz Marc. lenbachhaus.de

STRESS BUSTER
Charles Hotel [7] The day pass gives you access to the elegant spa with large indoor pool and gym. It’s not cheap – those not overnighting at the hotel pay €75. roccofortehotels.com

DB Lounge Relax, go online for free or enjoy the peace and quiet. The Standard and First Class area offers a pleasant retreat where you can also enjoy a little snack. You’ll find the DB Lounge on the upper floor. bahnhof.de

MUST-HAVE
Obletter [8] You can relive your childhood in the Kaufingerstraße – Obletter is a traditional toy shop with more than 16,000 items [obletter.de]. Not far from there is the glamorous Oberpollinger [9] with its large selection of designer fashion. oberpollinger.de

Kokon [10] You’ll find small, exquisite gifts and inspiration for your own home in this premium furniture and accessories store on the Stachus. kokon.com

You can find more stations at bahn.de/wageneins