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ZEIT GERMANY WORK & START UP

THE WORKING ISSUE

DIE ZEIT 



Open for Business

A guide to succeeding in Europe's largest economy

INFORMATION

Hard facts and soft power:
Navigate the country

NEGOTIATION

Good terms or bad fit:
Find the right job

EXPECTATION

Low key and high hopes:
Crack the startup scene



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Prospective entrepreneurs and new enterprises with knowledge- and technology-oriented business models are now provided with comprehensive information and support in one place: Hamburg Invest's Startup Unit serves as the first port of call for any queries regarding municipal startup programmes, funding opportunities, as well as relevant events and networks in Hamburg.

The Startup Unit consolidates all competences required for marketing and positioning Hamburg as a start-up hub in Germany and abroad. At the interface of city marketing and business development, the new Startup Unit will strengthen Hamburg's startup ecosystem even further.

Further information: ►



Hamburg Invest is the one-stop agency for relocation and investment in Hamburg and serves as the main port of call for technology- and knowledge-based startup businesses.

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Germany has an open economy, but is it open in other ways? Today, the answer is a resounding “Yes.” Oddly, it’s the economy that has made this country of 83 million much more attractive to foreigners in recent years. Millions of skilled workers have arrived from abroad over the past decade to gain professional experience at world-renowned corporations, hip startups, and low-key, family-run enterprises. And the European Union’s most populous nation, in its tenth year of economic growth, needs them. Learn more about a country at work.

Enjoy the read!

The ZEIT Germany Team

ZEIT, Germany’s leading weekly newspaper, covers business, politics, and much more

ZEIT Germany is available worldwide at locations of the Federal Foreign Office and the German Chambers of Commerce Abroad, to name just two. It is available digitally in its entirety at www.zeit.de/work-start-up

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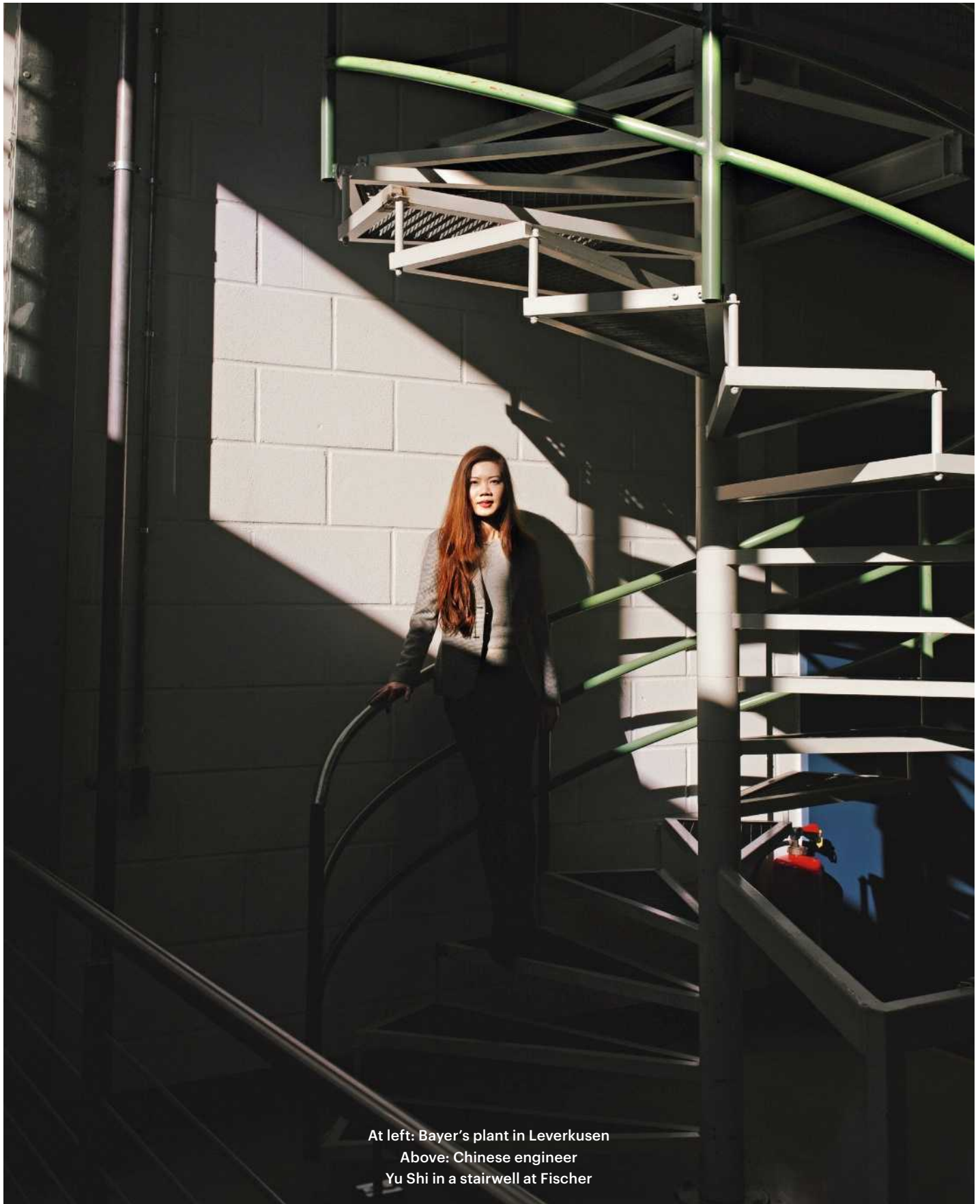


GERMANY

NOW HIRING!

As Germany's economy enters its tenth year of growth,
business is hunting for talent from abroad.
And ever more newcomers are seizing the opportunity

BY GERRIT WIESMANN



At left: Bayer's plant in Leverkusen
Above: Chinese engineer
Yu Shi in a stairwell at Fischer



Mohsen Mirhoseini looms over a computer screen. He's seated at the far end of two cramped rows of office desks where young men work intently at their computers. The air is so heavy in the converted, century-old factory that the windows are fogged. Outside, the courtyard is gray and drizzly.

Winter in Berlin takes some getting used to, and so does the local business culture. Yet the tall 34-year-old Iranian hasn't thought about leaving – although he stewed for a few weeks after an argument at a local government office. “This kind of connected, internet-of-things project,” he says with a sweep of his arm, is a job that many technology developers “would die for.”

Mirhoseini emigrated from Tehran early in 2017 to become a mobile-app programmer for German Autolabs, a startup based near the Spree River in a

German Autolabs staffers hail from 19 countries. Iranian Mohsen Mirhoseini is one

“BERLIN IS THE SILICON VALLEY OF MOBILE APPS”

MOHSEN
MIRHOSEINI

still gritty part of Kreuzberg, a district that's gentrifying. He was one of several hundred thousand skilled workers who moved to Germany that year for work. Their workplaces range from small startups and mid-sized private companies to publicly listed behemoths. These mostly young professionals – university degrees or professional diplomas in hand – hail from as close as neighboring Poland or as far away as China, Mexico, and beyond.

This labor migration reflects a growing trend. Europe's largest economy is seeing its tenth year of economic growth since the 2009 global recession, and its companies have been looking ever farther afield to fill jobs – particularly skilled-labor positions. Foreign professionals, in turn, increasingly recognize that Germany's hot job market could be a boon to their résumés.

“We're always on the lookout for programmers, product managers, user-experience experts,” says Holger G. Weiss, who founded German Autolabs in 2016. The company now employs 37 people from 19 nations and has a full-time staff recruiter. It's developed an in-car device called Chris, which allows drivers easy voice and gesture control of their phones.

A stalwart presence on Berlin's tech scene, Weiss recalls how local startups cast an ever-wider net in their search for talent over time. First, they looked to other parts of the country; then, to other countries within the European Union. And now? “We're looking in Iran, Ukraine, and Taiwan,” he says, “competing with Silicon Valley and Shanghai.”

German business is on the prowl for professionals. Its companies reported nearly 800,000 vacant positions in 2018, more than double the 301,000 job vacancies reported back in 2009, according to the government-funded Institute for Employment Research (IAB) in Nuremberg. “Skilled workers are hard to find,” says Stefan Hardege, a labor-market expert at the German Chambers of Commerce and Industry (DIHK) in Berlin. “Despite the expected slowdown in growth this year, companies are telling us they want to keep hiring.”

Increasingly, these companies are searching well beyond the border. Government figures suggest that more than 400,000 skilled foreigners moved to Germany in 2017, and that number is on the rise.

In many respects, it's a classic win-win. Consider Mirhoseini's experience. With a bachelor's degree in software engineering from Shomal University in Amol, Iran, he had held a string of ever-more senior software-development jobs in Tehran. But he sought new challenges, ideally abroad.

At first, Canada, Australia, and Germany were all in the running. But then, Mirhoseini recalls, he

discovered that Berlin “is the Silicon Valley of mobile apps.” Since Germany is warmer than Canada and not as far from Iran as Australia, he quickly narrowed the search. He found the German Autolabs job posting online in late 2016 and had a series of interviews via Skype. His final virtual interview took place with CEO Weiss in January 2017.

A job seeker’s visa available to university graduates simplified his move, and by February 2017 Mirhoseini was in Berlin, ready to sign an employment contract and get to work. The process moved along so fast, he chuckles, that “the human resources people asked me whether I’d told my wife.” He had. Two years later, the couple and their puppy are residents in multicultural Berlin.

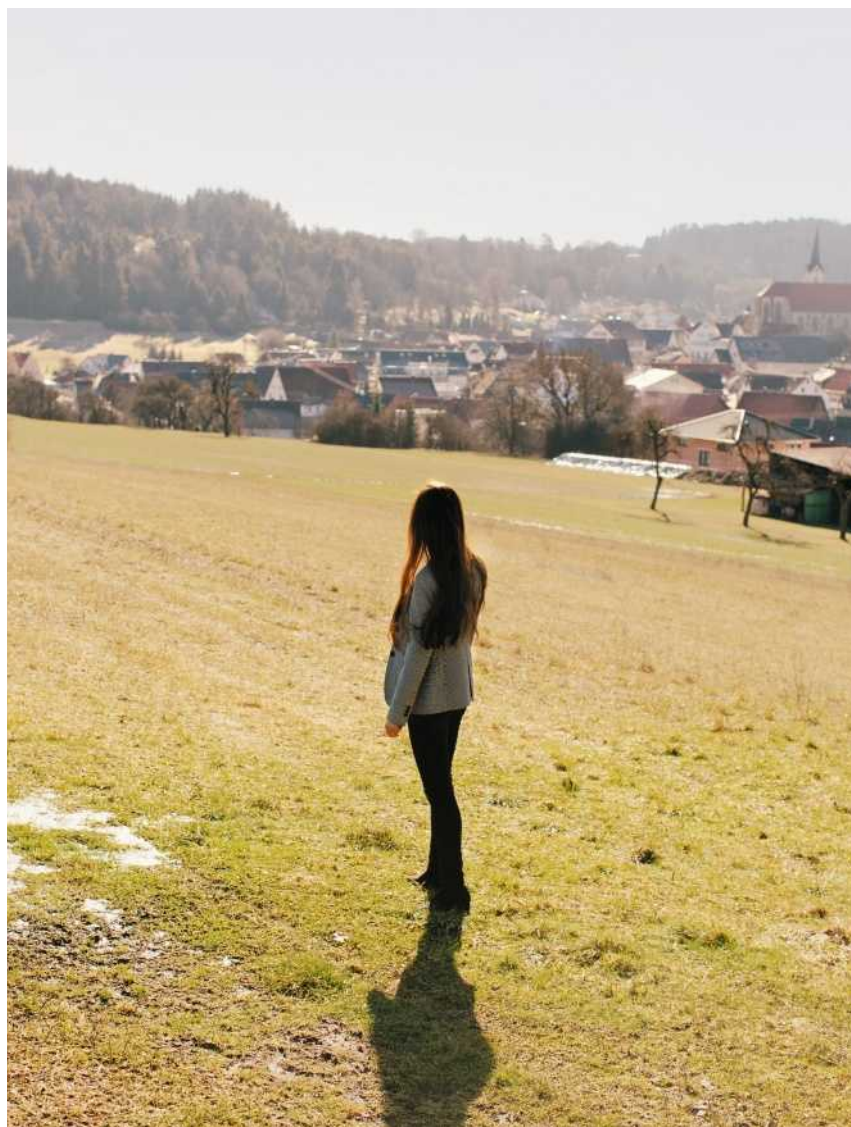
“It’s almost like I brought my roots with me,” Mirhoseini says, referring to Iranian friends in town and a strong network in the city’s large Persian community. As his boss emphasizes: Berlin is not emblematic of the country as a whole. Many cultures coexist, as is often the case in large cities. Mirhoseini speaks English both in the office and with neighbors.

Mirhoseini’s only bad experience so far was an encounter with a Berlin city employee. He tried to get approval for his wife’s parents to visit from Iran, and the employee was “shocked” that Mirhoseini wanted to discuss the matter in English. He, in turn, was shocked when she told him he would have to make another appointment. “I’d checked everything out on the internet, I had all the documents I needed. Everything was there. We didn’t even need to talk!” he says.

Now, he explains, under the EU Blue Card, he has a 31-month grace period to pass rudimentary language certification and maintain the right to stay and work in the country. “I have seven months left to go,” he says with a pained smile.

Matthias Mayer, a migration expert at the Bertelsmann Foundation in Gütersloh, believes Germany is about to see even more skilled migrants join its labor force from afar – those like Mirhoseini, who work in fields related to IT, but also many others. That’s due to structural labor and economic trends, he explains, but it’s also due to a new immigration bill that parliament is expected to pass this year.

Indeed, a recent report by the foundation shows some 16 million people will have retired by 2060. That’s one third of the current workforce. So even if the country raises both the minimal retirement age and sees an increase in the proportion of full-time posts held by women, it still will require an average net inflow of at least 260,000 skilled foreign workers until 2060 – and quite possibly more.



Going local: Yu Shi
on a work break in Waldachtal,
Baden-Württemberg

“HAVING THE RIGHT QUALIFICATIONS IS STILL IMPORTANT”

FRANK
SCHABEL

“Germany has become a much more open country, and foreigners thinking of working here see and appreciate that,” says Frank Schabel, head of marketing at Hays Deutschland in Mannheim, the local arm of the international recruitment firm. But Schabel voices a few words of caution: “Having the right qualifications is still very important. Speaking English is fine, but it will get you only so far. And companies can still be bureaucratic and hierarchical, especially the big ones.”

Work life, he adds, differs greatly from sector to sector. Tech startups in Berlin, Hamburg, and Munich can contrast starkly with big multinationals and financial groups in Stuttgart and Frankfurt. And the *Mittelstand*, those small- and medium-sized enterprises based largely in the provinces, are a world all their own.



Going global: Fischer Group of Companies produces fixing systems for DIY and hardware

Deep in the Black Forest, about an hour's drive from Stuttgart, Fischer Group of Companies is one Mittelstand company that's eager to attract talent from both near and far. The family-owned manufacturer in Waldachtal, best known for hardware and fixing systems for the construction and DIY industries, employs 5,200 people in 35 countries.

"We're feeling the skills shortage," says Marc-Sven Mengis, the company's chief executive. "But we have one advantage. Our strong brands make us a popular employer."

Yu Shi, 35, has been a proud Fischer employee since 2011. Known to her German friends as Yu and to her colleagues as Frau Shi, she earned a bachelor's degree in construction engineering in China and a master's degree at Darmstadt University. She stayed on after graduation and accepted a job at Fischer over a handful of other offers. She now works there in international market development.

Shi sells Fischer's wide range of products to customers worldwide – from retailers to architects and developers. It makes for a lively international mix, she says. Recently, she looked after a construction project in Asia that involved a US owner, a British architect, and a Japanese construction company.

The working language in such situations is English. In the office, it tends to be German. "When I'm there, I honestly don't notice I'm a foreigner," says Shi, who started learning the language in China while still at university and took her can-do attitude abroad with her. She racks her brain to recall some negative experience – to no avail. "My nationality has never been an issue. I like the office and the canteen." She loves local *Spätzle* noodles, especially with cheese, and she has grown to like German bread.

Shi admits to having had difficulties understanding the distinctive local dialect in Swabia. But she now uses the local vernacular term *daheim* when speaking about home in Stuttgart. It's clear that her studies in Darmstadt paved the way for her success in Waldachtal. "When I first arrived, life wasn't always simple," she recalls. It took her a while to get used to how direct Germans are. "They always say 'No' when they mean no," she notes. "In China, if someone wants to say 'No,' they hide it in another statement. They might say, 'That could be difficult.'"

Since 2002, successive governments have eased immigration rules to attract highly skilled professionals such as scientists, engineers, and IT specialists. Since 2012, non-EU university graduates have been able to apply for a work visa called the EU Blue Card Germany if they fulfill two conditions: they have a degree equivalent to one from a German university and they have been offered a job with an



Manuel Palmer relocated from Mexico City. He lives in Cologne and works in Leverkusen

**"I DON'T
NOTICE THAT I'M
A FOREIGNER"**

YU SHI

annual salary (currently) of at least 53,600 euros (or just under 42,000 euros for scientists, engineers, and IT experts). Foreign university graduates also qualify for a job seeker's visa, which gives them six months to find work.

Non-EU nationals with professional qualifications rather than academic degrees still must jump through more hoops, but the government is working on simplifications scheduled to take effect in 2020. Currently, they need a vocational diploma that meets Germany's high training standards. They also need a firm job offer, with proof that the position can't be filled by someone already in Germany or another EU country. If all goes smoothly, diploma certification will be made easier next year, and the job seeker's visa will be extended from university graduates to holders of professional diplomas.



"If the legislation works as planned, companies should finally be able to hire skilled workers without university degrees in greater numbers," says DIHK's Hardege. "Mechatronics engineers, software experts without bachelor's or master's degrees, nurses and elder-care experts, truck drivers – these are areas in which we still have huge bottlenecks."

The DIHK hopes that the government will honor other commitments by making the certification of professional diplomas easier and more transparent. Another hoped-for change: streamlining registration bureaucracy, in particular at the notorious *Ausländer-behörden*. These agencies deal with foreigners seeking residence permits, and they sometimes operate in a counterproductive fashion.

The bigger the company, the better it tends to deal with the system. "The existing rules already

**Attracting talent:
Bayer's factory in Leverkusen,
as seen through a peephole**

**"COMMUNICATION
TENDS TO BE
MORE FORMAL"**

MANUEL PALMER

allow Bayer to attract the kind of foreign talent we need," says Stefan Lake, who is responsible for talent acquisition at the health-care and crop-sciences company perhaps best known for its aspirin. "Of course, the rules can also be improved," he adds. Based in Leverkusen in the state of North Rhine-Westphalia, Bayer profits greatly from being able to offer potential and existing employees ample opportunities to work around the globe, he explains.

After six years at Bayer in Mexico City, Manuel Palmer, 31, made just this sort of move. In 2017, he relocated to the international internal audit team in Leverkusen. Palmer had eyed such a move ever since joining Bayer. He'd had some exposure to Germany on a brief visit as a student and had taken German language classes.

Palmer now works in a department about 60 strong in Leverkusen. Colleagues are predominantly native Germans. The working language is English, but Palmer notices big differences in culture. "My department atmosphere is open and friendly, but when I communicate in German, it tends to be more formal," he says. "So if I meet someone for the first time, I err on the side of caution. I only go informal if they say it's okay."

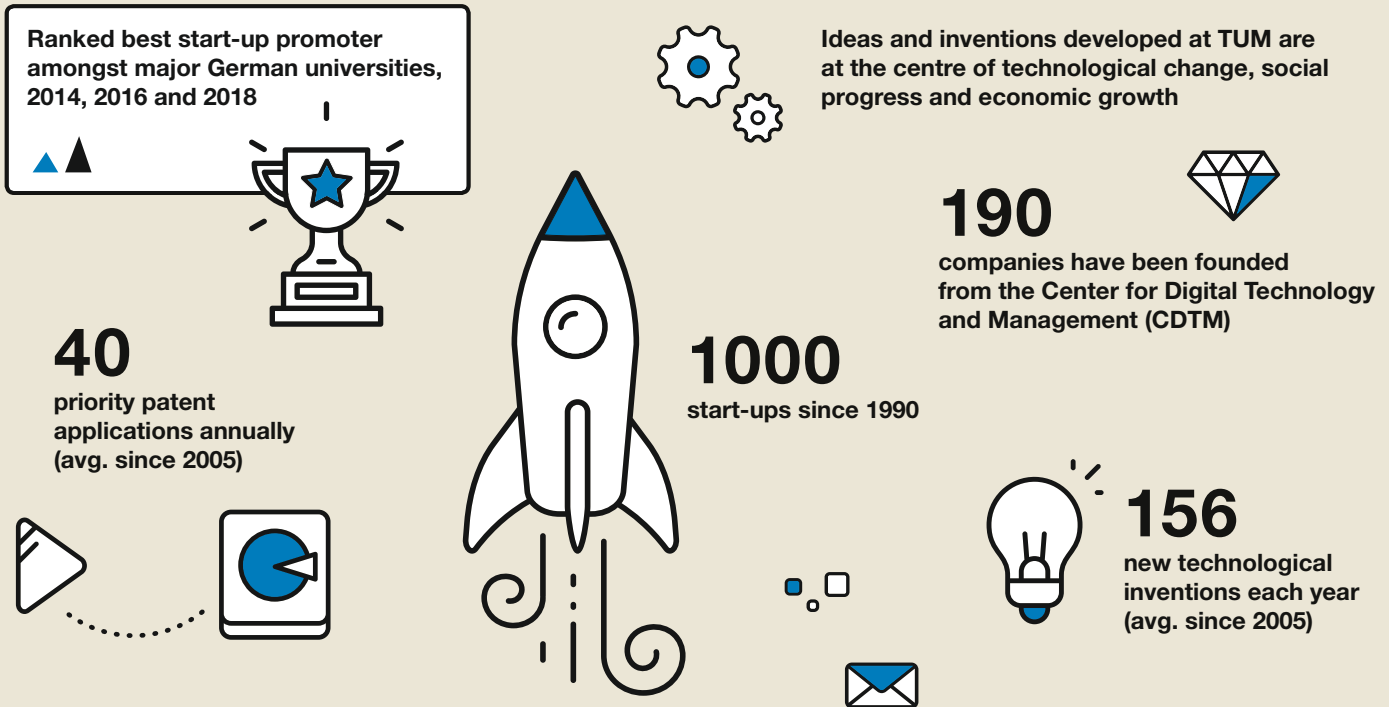
Like Mirhoseini and Shi, Palmer can imagine staying in Germany. However, he also could envision taking up another international opportunity within the company. Palmer lives in Cologne, just across the Rhine River from Leverkusen, where he has tapped into a lively Latino party scene – so much so that he had to make a conscious decision to befriend Germans as well. A true millennial, he praises a local social-media offering that links expats and locals. "That really helped me a lot," he says. He now has two or three close friends who are German.

Looking back, Palmer admits he wasn't fluent enough in German upon arrival; he takes lessons now. He also spends a lot of time outside the country, on the road for work. And then, he says, there's the cultural tendency not to mix business with pleasure. Some Germans "are not very open to starting a friendship with people from work," he says bluntly.

His experience has also made him wary of clichés. Palmer says he's always happy when colleagues from Leverkusen visit Mexico and discover that the country is "not all beaches and corruption." He'd been warned about German closed-mindedness, but his experience has been very different, he says. Things are working out. "I got here in January 2017," he recalls. "The weather was foggy and cold. I was really out of my comfort zone." And now? "It took a while, but I made it work," he says. "When you have an opportunity, you have to seize it." ●

TUM

the start-up factory



TUM and UnternehmerTUM offer unique support for technology-oriented entrepreneurs and start-ups

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- ☒ TUM start-up coaches support founders in every phase – from idea to market
- ☒ The TUM Incubator provides office space and an incubation program with workshops and mentoring
- ☒ More than 150 entrepreneurs, managers and investors with experience establishing start-up companies
- ☒ UnternehmerTUM runs the start-up incubator XPRENEURS and the TechFounders accelerator program
- ☒ UnternehmerTUM Venture Capital finances cutting-edge technology start-ups
- ☒ UnternehmerTUM's high-tech workshop MakerSpace enables start-ups to produce prototypes and small batches
- ☒ The CDTM connects, educates and empowers high-potential students to shape the digital world of tomorrow

THE ECONOMY

4th

LARGEST

after the United States,
China, and Japan

GDP € 3.4 TRILLION

45 MILLION

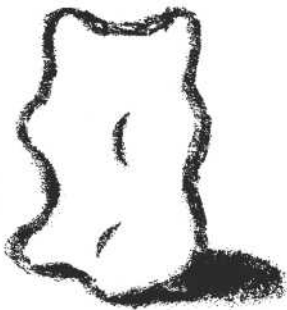
labor-force participants

3.3%

unemployment

1.8%

inflation



LARGEST INDUSTRIES

Automotive engineering

€ 406 BILLION

Mechanical engineering

€ 219 BILLION

Chemistry

€ 194 BILLION

Electrotechnology

€ 183 BILLION

Nutrition/Food

€ 175 BILLION

FAST FACTS

Germany's economy produces more
than just fast cars, beer, and garden gnomes.
For the record ...

BY MIRIAM KAROUT ILLUSTRATION TILL LAUER

... did you know that small- and medium-sized companies comprise 99.5 percent of German industry? That women are still extremely underrepresented in top management at large

corporations? Or that well over half of workforce participants eat lunch at their desks? Impress your colleagues with economic tidbits as you integrate into the workforce.

THE MAP



THE COMPANIES

MITTELSTAND

3.5 MILLION COMPANIES

of less than 500 employees

99.5%

of all German companies
belong to the Mittelstand, and
most of them are family-owned

STARTUPS

9,000

companies nationwide
classify as startups

WOMEN IN TOP MANAGEMENT

28% at companies
of less than 10 employees

13% at companies
of 500 or more

LARGEST COMPANIES

by annual revenues

VOLKSWAGEN ①

€ 230.7 billion

DAIMLER ②

€ 164.3 billion

BMW ③

€ 98.7 billion

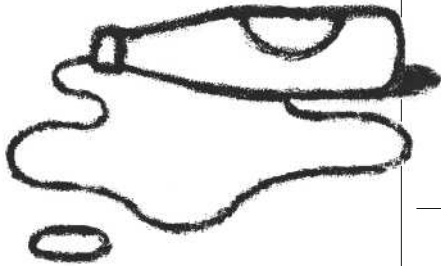
SCHWARZ GRUPPE ④

€ 96.9 billion

SIEMENS ⑤

€ 83.0 billion

THE PRODUCTS



BEER

94
MILLION
HECTOLITERS
produced per year

16 MILLION
HECTOLITERS
exported per year

1,500
DOMESTIC
BREWRIES

27,000
total employees

The average German
consumes

101
LITERS OF BEER
per year

RADEBERGER
largest brewery
10 million hectoliters
per year

BREAD

3,000
TYPES
OF BREAD
produced per day

€ 8.8 BILLION
annual revenues

1.75 BILLION
KILOGRAMS
of bread sold in Germany
in 2017 alone

GUMMY BEARS

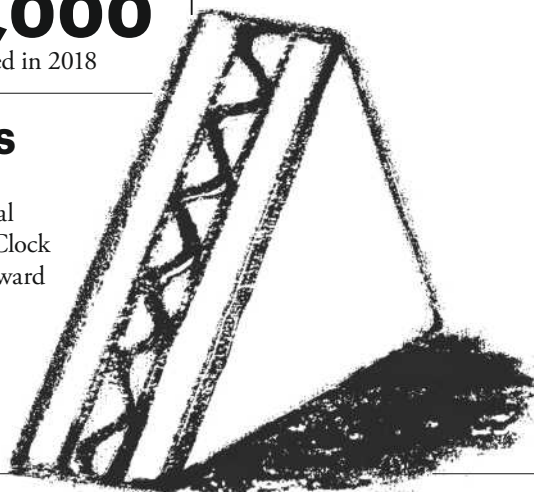
Market leader Haribo
produces

100
MILLION
GUMMY BEARS
PER DAY

CUCKOO CLOCKS

100,000
produced in 2018

HEKAS
won the
latest annual
“Black Forest Clock
of the Year” Award



THE WORKPLACE

CALLING IN SICK

Germans call in sick
on average

19.6
DAYS
per year

OUT TO LUNCH

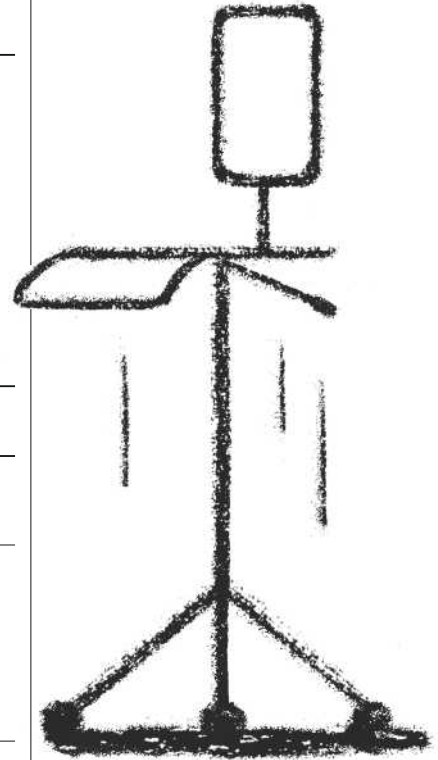
Where Germans
take lunch breaks

55%
prefer to eat lunch
at their desks

17%
eat in the canteen

17%
go to a local diner
or restaurant

11%
skip lunch entirely



OFFICE NEIGHBORS

2.4
MILLION
European Union citizens
work in Germany

55%
are gainfully employed

165,000
are unemployed

Period: 2017-2018
Sources: Boerse.de, Deutscher Brauer-Bund,
Deutsches Brotinstitut, German Startups
Association, Haribo, HOGAPAGE, Institut für
Arbeitsmarkt und Berufsforschung, Institut
für Mittelstandsforschung Bonn, Lebensmittel-
zeitung, Mediendienst Integration, Statistisches
Bundesamt, Verein die Schwarzwalduhr, VNR
Verlag für die Deutsche Wirtschaft, WiDO

"MY DREAM JOB"

Few foreign managers have made it to the top of a German corporation. Kasper Rørsted has done so twice. The CEO of Adidas talks with ZEIT about sportswear, innovation, and the secret to his success

BY NINA PIATSCHKE AND DIETMAR H. LAMPARTER
PHOTOS SVEN STOLZENWALD

In August 2016, you left your post as CEO of consumer-goods group Henkel to take the helm at Adidas. Since then, Henkel's share price has risen 50 percent and other CEOs consider you a hero. Is this reputation warranted?

I don't know. Sure, Henkel's market capitalization has multiplied, and that has created a certain amount of trust among its investors. And here at Adidas, I took over a well-managed company.

What are you particularly good at?

My strength lies in managing a global company and in making it better and also more efficient.

As a top manager, your opinions also count in political discussions. Do you support Siemens CEO Joe Kaeser when he warns of emerging nationalism and racism in Germany?

I would have said no – until the events in Chemnitz (the far-right protests that made international headlines in August 2018). Maybe I have to rethink that now. But within

"GERMANY IS ONE OF THE MOST LIBERAL COUNTRIES IN THE WORLD"

Adidas, racism is not a relevant issue. I have spoken about the importance of education, digitization, and the promotion of women in management positions. For me, these are the three most important issues. Every CEO has to choose what is most important for him and his company.

Could the advance of right-wing populism in Germany also harm the Adidas brand abroad?

I am a foreigner too. This is a very German view. I believe that a large proportion of voters in the right-wing party Alternative for Germany (AfD) are protest voters. I see the situation less critically than my colleague Mr. Kaeser does at Siemens.

Are you afraid of a shift to the right in German society?

Germany is one of the most liberal countries in the world. Its people are almost too critical of their past. I actually like to see the German flag and hear the national anthem. And I am very proud to run a German company.



Casual every day:
Rørsted prefers cycling
to the office – in Adidas
footwear, of course

I like living here, my children were born here. To me, it is a successful country. As a Dane, I have never been discriminated against in this country. Otherwise, I probably never would have become head of Henkel and now of Adidas.

Scandinavians are well-liked, though ...

From the start, when I took on my very first job in Germany, I decided to get to know the country as well as possible. I deliberately didn't look for Danish friends after moving here. I immersed myself.

Can Adidas still distinguish itself from global competition through technical innovation?

Yes (*picks up two pairs of shoes from a shelf in his office*). These shoes show that very clearly. See here? The sole of the Adidas Boost model was developed by the German chemicals concern BASF, and its cushioning is demonstrably better.

And this shoe, the Futurecraft 4D, was made with a 3D printer. In a few years, we will be able to scan a foot, then the shoe will be individually adapted to that foot and printed. The upper material of Parley shoes is also made entirely from recycled waste. That's unique to Adidas.

Will customers pay more for shoes made of recycled materials?

I hope so! There's a reason why it's more expensive: The plastic has to be collected and processed (*pointing to a pair of Adidas shoes*). There are eleven plastic bottles in this pair of shoes. For us, this is the future. By 2024, we want to use only recycled plastic for as many products as possible.

In recent years, Adidas has collaborated on new apparel and sneakers with musicians like Kanye West. How important are such non-sports celebrities to the brand?

Extremely. Our identity is grounded in sports, but these creative people strengthen the brand even more.

Adidas is celebrated on the stock exchange. Yet your latest employee survey shows the opposite: Many are dissatisfied.

Satisfaction may have decreased, but it is still high. Digitization is unsettling many



Kasper Rørsted, 57, is a native of Aarhus, Denmark. Immersing himself in the German culture has been key to his success, he says

employees because they don't know how much it will affect their jobs. But we can't close our eyes to digitization. We also have relocated training to the United States, because this is where the sports industry really gets its impetus. And that's not all: Originals, our line of casual sportswear, has grown strongly over the past two years. Employees can see that things were better before, but such cycles are quite normal in business.

So dissatisfaction isn't a problem after all?

We take critical feedback seriously. But our customers are using more and more digital media and shopping mostly online, and we can't ignore that. Some employees don't feel comfortable with these changes.

Do you feel more committed to your shareholders than to your employees?

I can only protect jobs if we are successful. We can build new buildings, two kindergartens, and a new gym if business runs smoothly. And that's exactly what we are doing in Herzogenaurach now. In 2017, for example, we created 500 new jobs in Germany. We received a total of 1.2 million applications for those jobs. We have hardly any employee turnover, and we have received several awards for most attractive employer.

How important is it that Adidas is still perceived as a German brand?

It is important for many consumers. We should be proud of it and stand by our history. Nike is American, we are German. We are unique because we come from a small village in Franconia.

You were very successful at Henkel for eleven years before moving to Adidas ...

... where I feel great!

... Can you imagine doing something else?

I was with Henkel for eleven years and I really enjoyed it. But like a football coach, at some point I saw that my time was up. I love sports, and Adidas always has been my brand. I don't want to do anything else. I cycle to the office in shorts and work with sports enthusiasts. I've never said this before coming to Herzogenaurach, and I don't expect to say it again in the future: Adidas is my dream job. ●



GERMAN CONTENT

Read the full interview,
published in August 2018, in the
original German version at
www.zeit.de/my-dream-job

Gestalten Sie mit uns die Zukunft der Mobilität



**Wie wir uns fortbewegen,
wird immer sicherer, effizienter
und intelligenter.**

Autos kommunizieren schon heute mit dem Fahrer, vernetzen sich mit ihrer Umgebung, fahren rein elektrisch und bald auch automatisch. Dabei sind sie nicht nur Fortbewegungsmittel, sondern auch Lebensräume. Gestaltet und entwickelt werden sie von Menschen mit Ideen, Kreativität und Kompetenz. Sie alle wissen, worum es geht – um die Zukunft der Mobilität. Diese aktiv mitzugestalten, ist eine äußerst spannende Aufgabe. Unter dem Motto »Driving Tomorrow« präsentiert sich die IAA 2019 in Frankfurt am Main als eine führende Plattform für die Mobilitätswende. Hier treffen sich vom 12. bis 22. September die globalen Player der Automobilindustrie, die führenden Anbieter neuer Mobilitätslösungen, innovative Tech-Unternehmen und angesagte Start-ups.

IAA Career – Treffpunkt für High Potentials

Die Automobilindustrie ist in einem tiefgreifenden Wandel. Alte Berufsbilder ändern sich, neue kommen hinzu. Was haben ein Data Scientist, UX-Designer, Cloud-Architekt oder ein Natural Language Processing Experte mit dem Thema Mobilität zu tun? Die IAA Career ist der neue Treffpunkt für passionierte Studierende und Young Professionals aus den Bereichen Ingenieurwesen, Maschinenbau, Elektrotechnik, IT, Design, Vertrieb und Marketing, die Lust haben, die Zukunft der Mobilität neu zu erfinden. Es erwarten Sie fachliche Challenges und Dialogformate, exklusive Gespräche, Ideenaustausch und Direktkontakte mit attraktiven Arbeitgebern der Mobilitätswelt. Gleichzeitig erweitern Sie Ihr Netzwerk und stellen Ihre Fähigkeiten konkret unter Beweis. Wofür Ihr Herz auch schlägt – auf der IAA Career haben Sie die Möglichkeit, Ihre Leidenschaft zu entdecken und zu teilen!

Bewerbung für die IAA Career

Zum Ende des Sommersemesters 2019 wird es an Deutschlands Hochschulen einen Aufruf zur Bewerbung für die IAA Career geben. Wenn Sie sich qualifizieren, können Sie im September in Frankfurt dabei sein. Zuerst steht das persönliche Kennenlernen mit Mentoren und Recruitern von namhaften Automotive- und Mobilitätsanbietern im Mittelpunkt, bevor wir Sie dann auf unseren IAA Career-Parcours schicken: Dieser erfordert Fachwissen, Kreativität und Kommunikationsfähigkeit. Im »Escape Cube« werden beispielsweise unter Zeitdruck im Team Hinweise gesucht; es wird kombiniert, geschickt und kreativ agiert, um Lösungen zu erarbeiten. An IT-affine und Coder wendet sich das Modul »API Bot« mit stark fachbezogenen Aufgaben, während die »QR Code Rallye« zur digitalen Schnitzeljagd einlädt. Zentrum der IAA Career ist die Career Stage mit ergänzenden Vorträgen, Ideenpitches und weiterem Programm mit Spaßfaktor. Zudem bleibt genügend Zeit für das Networking und zum Erkunden des IAA-Geländes. Nutzen Sie die Chance zum Kickstart Ihrer Zukunft auf der IAA Career!

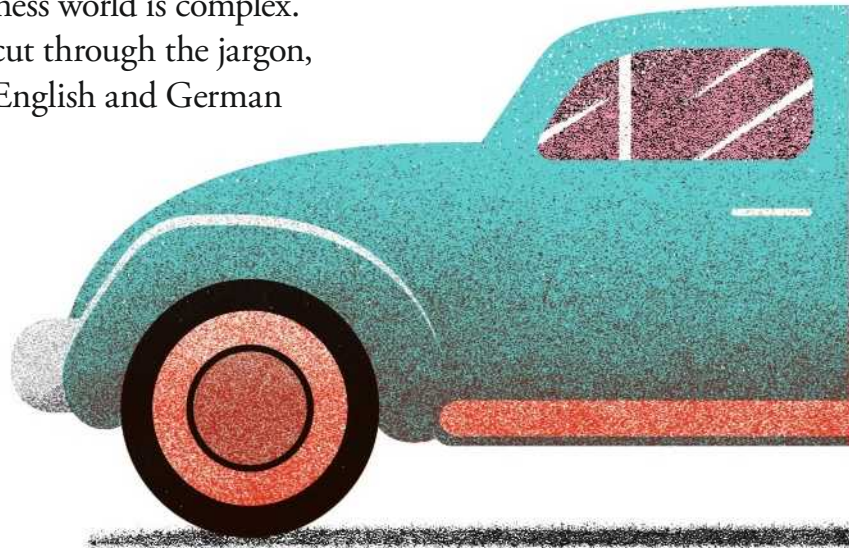
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GLOSSARY

The German business world is complex.
Key terms to help cut through the jargon,
from A to Z, in English and German



GERMAN TERMS IN ENGLISH

ARBEIT *f. (work)* 1. the act of working. 2. a place of work. 3. job. 4. business

ARBEITSUNFÄHIGKEITS-BESCHEINIGUNG *f. (sick note)* an official form, signed by a doctor, stating that an employee is ill and needs to stay home from work for a particular period of time. By law, German employers must pay 100 percent of a worker's salary or wages during the first six weeks of illness. Also called a *Krankschreibung*, this form must be submitted to both employer and insurer by the third day after onset of illness

BAUSTELLE *f. (building site, construction site)* 1. a place where construction is carried out. 2. often used to refer to areas of a company's operations or earnings in need of improvement

BETRIEBSRAT *m. (workers' council)* worker representation on the management board of a com-

pany. In German establishments with more than five regularly employed staff members, a workers' council can be elected to represent colleagues

BÜROTRATSCH *m. (office gossip)* water-cooler conversation that typically takes place among office workers

DIESELKANDAL *m. (diesel-gate, emissions scandal)* car emissions fraud scandal that made worldwide headlines in 2015. That year, it came to light that Volkswagen Group and other carmakers had conducted predominantly illegal manipulations in order to circumvent statutory limits for emissions for several years and had used political influence to safeguard them

FACHKRÄFTEMANGEL *m. (lack of qualified personnel)* an economic state in which a significant number of jobs requiring

particular skills cannot be filled because there are no suitably qualified workers available on the labor market

INSOLVENZVERFAHREN *f. (insolvency proceedings)* bankruptcy proceedings at a company or enterprise. In recent years, Germany and other European Union member states have revamped bankruptcy laws after a wave of insolvency cases

MAHLZEIT *f. (meal, mealtime)* 1. common meal taken at a particular time of day. Most German employees take 30-minute lunch breaks around noon. 2. a salutation before or after eating. 3. a general greeting exchanged between co-workers at any time of day

MITBESTIMMUNG *f. (co-determination)* cooperation between management and workers in decision-making, especially by worker representation on boards

MITTELSTAND *m. (small- and medium-sized enterprises)* 1. a family-owned, often family-operated, company that generates less than 50 million euros in revenue and has fewer than 500 employees. 2. German companies characterized by a common set of values and management practices. Some larger enterprises claim the classification due to the positive connotations; Robert Bosch is one example

SAFTLADEN *m. (juice shop)* 1. a shop that sells juice. 2. a poorly run or managed company. 3. an inferior establishment

STEUERBESCHEID *m. (tax statement)* 1. a notice of tax assessment. 2. a bill that's typically received four to eight weeks after a tax statement has been filed with authorities. For participants in the German workforce, the first 9,168 euros of annual income (*Grundfreibetrag*) are tax free

OF TERMS

BY DEBORAH STEINBORN ILLUSTRATION TILL LAUER



ENGLISH TERMS IN GERMAN

AT THE END OF THE DAY

m. (am Ende des Tages) Vor allem Investmentbanker nutzen den Ausdruck in jedem zweiten Satz, um zu zeigen, wie ergebnisorientiert sie sind und wie gut sie Englisch können

BOTTOM LINE

m. (unter dem Strich) 1. die Bilanz eines Unternehmens. 2. der grundlegende und wichtigste Faktor

BRAINSTORMING

n. (Ideen-austausch) Verfahren, durch Sammeln spontaner Einfälle die beste Lösung für ein Problem zu finden

CASH COW

f. (Bargeldkuh) hohen Gewinn bringender Bereich eines Unternehmens

CASH FLOW

m. (Bargeldumlauf) 1. Überschuss an finanziellen Mitteln nach Abzug der Ausgaben von den Einnahmen. 2. eigentlich klar definiert als Gewinn plus Abschreibungen. Wird aber auch

benutzt, um einfach *businessmäßig* zu klingen

FEEDBACK

n. (Rückmeldung) 1. Resonanz oder Reaktion. 2. im Geschäftskontext: Lob und Kritik. Gerade das Wort Kritik hat im Deutschen einen scharfen Klang. Das englische Feedback klingt dagegen deutlich angenehmer und wird daher sehr gern im täglichen Geschäft benutzt

HEDGE FUND

m. (Hedgefonds) Investmentfonds mit hochspekulativer Anlagestrategie. Böse Zungen nannten sie einige Zeit lang Heuschrecken

MEETING

n. (Treffen) 1. Zusammenkunft. 2. Konferenz. Manager vereinbaren gern und häufig Meetings, um wichtige Angelegenheiten zu besprechen

NETWORK

m. (Netzwerk) 1. Vernetzung mehrerer voneinander unabhängiger Rechner

für den gegenseitigen Datenaustausch. 2. mit anderen im gleichen Arbeitsfeld tätigen Menschen gut vernetzt

SHAREHOLDER VALUE

m. (Unternehmenswert) Marktwert des sich auf die Aktionäre aufteilenden Eigenkapitals eines Unternehmens

SMALL TALK

m. (Geplauder) leichte, beiläufige Konversation ohne Tiefgang. In der deutschen Geschäftskultur sind dafür in Meetings nur ein paar Sekunden vorgesehen, wenn überhaupt

STARTUP

n. (Start-up) neu gegründetes Wirtschaftsunternehmen. Der Begriff wird gern benutzt, um cool zu wirken

SUNDOWNER

m. (Sonnenuntergang) Getränk, meist alkoholisch, das zum Sonnenuntergang bzw. nach Feierabend eingenommen wird. Wird in diesem Zu-

sammenhang nur in Deutschland verwendet, da das Wort in englischsprachigen Ländern jemanden bezeichnet, der häufig zu spät zur Arbeit erscheint

TEAMPLAYER

m. (Teamspieler) kooperative/-r Mitarbeiter/-in. »Sei ein Teampayer«, heißt es oft an deutschen Arbeitsplätzen. Soll heißen: Achte nicht nur auf dich, sondern denk an den Erfolg der Gemeinschaft

TO-DO LIST

f. (Aufgabenliste) Liste zu erledigender Aufgaben

TURNAROUND

n. (Wendepunkt) Rettung oder gelungene Sanierung eines Unternehmens

WORKSHOP

m. (Werkstatt) 1. Seminar, Arbeitsgruppe. 2. ein Treffen unter Mitarbeitern oder auch Managern, das manchmal eingesetzt wird, um wichtige, dringende Entscheidungen zu umgehen

AREZOO SABERI grew up hearing stories of how welcoming Germans are. Her father had lived in Cologne for six years before the Iranian Revolution. Now, the 28-year-old mechanical engineer can tell her own tales. Last October, she started a job in Ditzingen, a provincial town on the outskirts of Stuttgart.

Saberi took a job at Trumpf, a large *Mittelstand* machine-tool supplier with well over 13,000 employees. She'd stumbled upon a classified ad seeking qualified

**"IN GERMAN,
THERE IS
NO WORD PLAY"**

college graduates on LinkedIn, the online business networking service. She applied, was hired, and now works as a data specialist in Trumpf's research department for machine analytics.

"It was always clear that I wanted to work outside of Iran," says the native of Isfahan.

Ditzingen isn't her first foray abroad. After completing bachelor studies in mechanical engineering in her hometown, she got a master of science in Milan, then worked at a research lab at the Massachusetts Institute of Technology in the United States.

It's quite common for young Iranian university graduates to continent-hop in this way. A lot has to do with visa restrictions, particularly in the US. Indeed, among Iranian students at home and abroad, visa information trades "like hot cake," Saberi says, and work or research experience outside of the country is coveted.

Ditzingen is indeed less international than her other foreign stints to date, Saberi says. But she still feels welcome – particularly at work. She does, however, wonder whether the climate has changed since her father's times

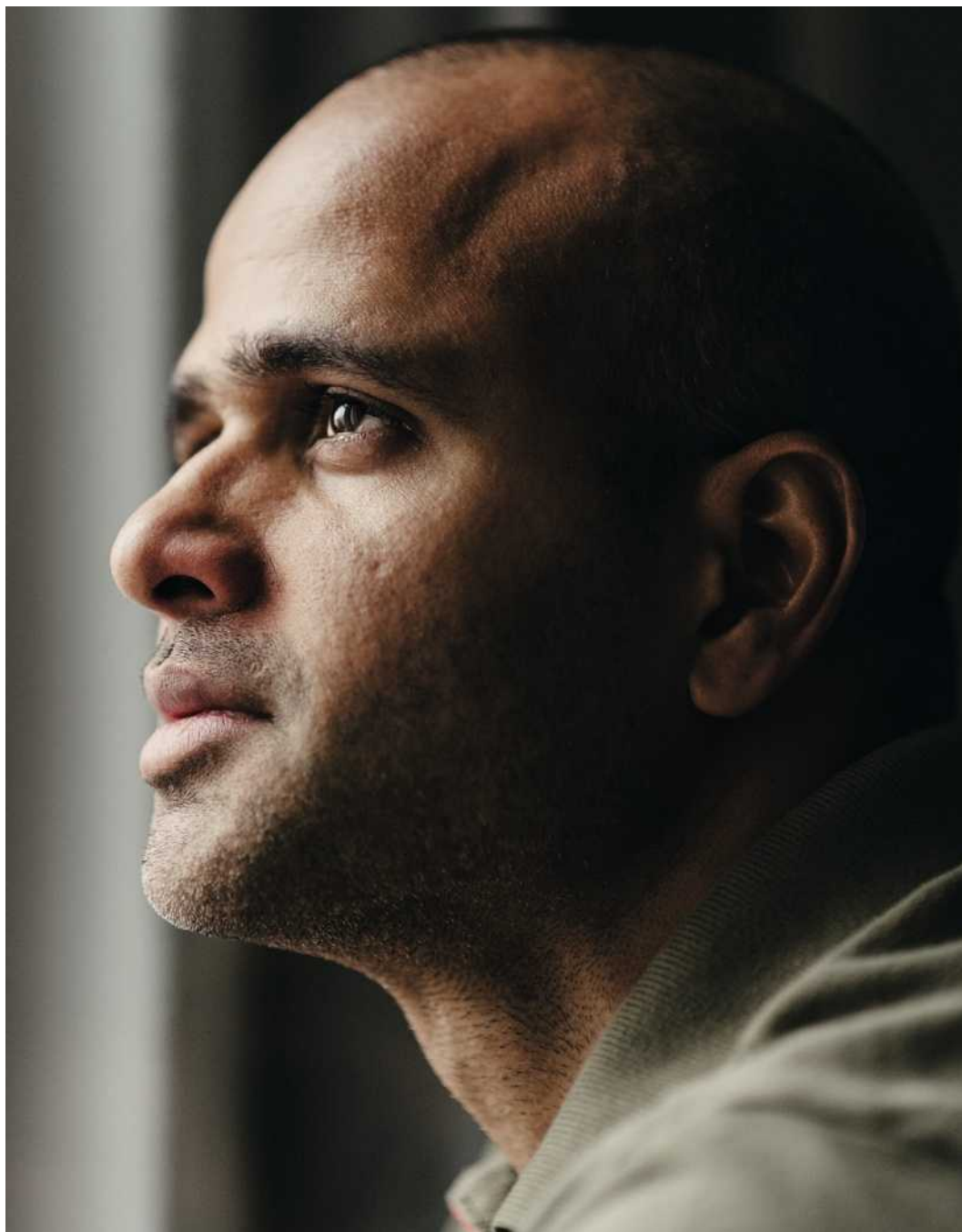
WORK IN PROGRESS



AREZOO SABERI, 28, DITZINGEN

Tackling the language and business basics can be tough. But a job in Germany bolsters a résumé and offers perks, too. Four foreigners talk about feeling at home in Europe's leading job market

BY MICHAELA CAVANAGH, GUNJAN SINHA, AND FIONA WEBER-STEINHAUS



TARUN KUMAR, 35, BERLIN

in Cologne. Around town, people often mistake her for a refugee. It's more "a feeling than a direct attack," but it insults her, she says.

Other things about the culture surprise her. For one, Germans are unusually honest. "In Farsi, you don't say what you really mean; you play with words. In German, there is no word play."

Saberi laughs about that. More serious, she says, is just how rigidly her colleagues separate work and private life. In the US, even at 2 a.m., the MIT library "was packed," she recalls.

Saberi prefers the Ditzingen approach to work. "I'm calmer, less stressed, and more efficient," she says. — FWS

TARUN KUMAR landed at Berlin-Tegel Airport in 2014 and started a new life. The IT engineer had never before set foot outside India, let alone been to Germany. And he knew little about the country or its capital.

Kumar has accomplished a lot since then. He's obtained a residence permit that allows him to stay indefinitely. He's gotten comfortable with the culture. And

**"THERE IS HARDLY
ANY NEWS ABOUT
GERMANY IN INDIA"**

he's picked up enough lingo to get around, and even to follow his favorite television shows (albeit with the help of subtitles).

The Jabalpur native also has racked up job experience. In January, he started as an IT specialist at VeriME, a digital-identification service in Berlin's Kreuzberg district. He's also worked as an engineer at Raisin, a financial-technology startup, and at online fashion retailer Zalando.

These career hops mostly reflect his eagerness to follow new interests. And that's what he'd



LESTER WILLIAMS, 38, CHEMNITZ

hoped for. After working for eight years in Bangalore, a big IT hub, Kumar had started to get bored. He wanted an adventure and began to look for opportunities in the United States. But companies there generally must sponsor non-American employees, and the process was long and arduous.

A year later, Kumar was ready to give up. Obtaining a visa seemed nearly impossible. Then, a contact on LinkedIn who was working in Germany suggested that he look there. Until then, Europe's largest economy hadn't even been on Kumar's radar screen. There is hardly ever any news about India in Germany or vice versa, he says.

Kumar started to poke around, found some interesting job opportunities advertised online, and applied for a job in Berlin practically on a whim.

**“SINCE MOVING HERE,
I’VE NEVER FELT THE
NEED TO LOOK OVER
MY SHOULDER”**

Both the paperwork and the interview process were a breeze, he says. Within a month, Kumar was in Berlin, ready to start work at Zalando, one of the city's hottest startups.

Kumar has no plans to leave. He finds Germans “very friendly.” He had to get used to some cultural differences, though. Even

with close friends, there are a lot of formalities, and that's new for him. “In India, one doesn't need an appointment for dinner with one's parents,” he quips.

On the flip side, Germans are indifferent to people's private sphere, and that's refreshing. “Indians can be quite nosy,” he explains, even with strangers. Work culture, on the other hand, is similar in both places, Kumar finds. “There are difficult people everywhere.” – GS

LESTER WILLIAMS considers himself a cultural refugee. The promise of a higher quality of life and more civilized working hours lured him to a small city just outside of Chemnitz in 2017.

Williams, born and raised in Los Angeles, used to be a die-hard Angeleno. Yet the cost of living in California's most populous city, especially in recent years, has become so astronomical that even high-income earners there live “paycheck to paycheck and are always stressed,” he says.

Now working at a Chemnitz startup, Williams didn't always feel this way about his hometown. For the longest time, he was a willing participant. With a degree in communications, he had worked in advertising in and around the city for well over a decade.

But his passion was always music. So when his wife landed a well-paying job at a vineyard in California's Napa Valley, Williams quit advertising to pursue music. He began recording electronic music beats professionally, and things took off. He even contributed to a Guorden Banks R&B hit.

When Williams' wife became pregnant, however, everything changed. Her well-paid job had a flip side – 15-hour workdays – and maternity leave in the US is well-known for its shortcomings. His wife is German, and she knew her homeland had more civilized work hours and generous parental leave. After a lot of deliberation, the couple moved to Hohenstein-Ernstthal, a city with a population of 15,000 that's about 20 kilometers west of Chemnitz, where she had grown up.

“At first, I was frustrated,” Williams admits. “There are no brown people, no diversity.” But he was motivated to fit in. He immersed himself in the language and culture.

With the help of a local language instructor, he landed a job as a customer-experience manager at Staffbase, a developer of mobile apps for internal corporate communications. “It's probably the best company I have ever worked for,” he says enthusiastically. His colleagues come from a wide range of backgrounds. He especially likes what he calls the “flat management style.” There is very little hierarchy.

Williams talks openly about being dark-skinned in a city that's made recent headlines for right-wing activity. He actually feels "safer and freer" than he ever did in LA. "I can't say that I wasn't scared," he says, referring to violent anti-immigrant protests in Chemnitz in the summer of 2018. But he simply avoided the city center late at night. And he was touched by how friends and neighbors rallied to make him feel comfortable.

Back in LA, police would stop Williams while he was driving; it happened two or three times each year, he says. The couple owned a Mercedes and a Lexus. "We call it being black while driving," he quips about this type of racial profiling.

Unlike in LA, homelessness is also non-existent in and around Chemnitz, Williams says. And danger is relative, he adds: "Since moving here, I have never had the sense of having to look over my shoulder."

Williams wouldn't mind living in a city with more action, he admits. But he plans to stay put for now. "I have more free time than I have ever had in my life," he says. And that means more time for playing with his toddler son and for making music. — GS

REUT SHEMESH often acts as an artistic translator. Recently, the Israeli choreographer collaborated with a German Tanzgarde troupe — traditional short-skirted, high-kicking dancers popular during Carnival season in the Rhineland — to develop a contemporary dance piece.

The language of contemporary dance is "totally different" from that of the Cabaret-influenced Tanzgarde, Shemesh says, so at first, "I was an alien to them." Yet dancers, she adds, speak with their bodies, so they're not necessarily always dependent on words. The collaboration worked well, and the groups performed the resulting piece, *Witness*, at an international dance show in Düsseldorf last summer.

Shemesh, who grew up in Yavne, Israel, sees dance and choreography as her true mother tongues. She knew early on that she wanted to enter the field. So after her military service, she enrolled at the ArtEZ University of the Arts in Arnhem, the Netherlands. For personal and romantic reasons, she moved to Cologne after finishing her degree.

The move worked out well. "I met a lot of people who supported my work from the beginning," she says. Peers and strangers alike encouraged her, and she soon enrolled in a master's degree in art at the state-funded Academy of Media Arts Cologne. After graduation, she stayed. "It's hard to say no when your work is rolling, especially as an artist," she explains.

Shemesh often deals with questions of identity. Her latest project, for instance, involves the complex



REUT SHEMESH, 36, COLOGNE

**"AS AN ARTIST, IT'S
HARD TO SAY NO
WHEN YOUR WORK
IS ROLLING"**

relationship between Orthodox and secular Jewish women. She is developing the piece at the K3 Tanzplan Hamburg and will perform it there later this year.

Stemming from a mixed secular/Orthodox Jewish family, she interviewed several relatives for the piece. "My family background allows me to see religion

from an outsider perspective," Shemesh says. "I have my criticism of it, but I also have appreciation."

As an Israeli in Germany, Shemesh says she rarely feels unwelcome. People "want to hear my perspective and understand my experience," she says. "I'm shocked to see how much effort there is to include this 'other' in the culture."

Shemesh's unusual perspective has served her well in performances across Germany, Israel, the Netherlands, and Senegal. "You travel different landscapes and choose what to take with you in your conceptual bag," she says, melding it with new ideas picked up along the way.

Does this approach ever unmoor her? Not really. Dancers always feel at home in the studio, she says. — MC

WHAT YOU SEE IS WHAT YOU GET

Germans don't like to negotiate. And when they do, they don't allow much wiggle room. Despite strict policies and firmly set prices, it is still possible to get what you want – once you learn the ropes

BY CAROLE BRADEN ILLUSTRATION TILL LAUER



SPEAK THE LANGUAGE

Language proficiency makes everything easier, so let's begin with the verb *wir verhandeln* (we negotiate). It translates as "to discuss ... debate ... or argue." If there's a word for it, it must be done, right?

The German cultural tendency toward directness may inhibit flea-market-style bargaining sessions common elsewhere in the world, negotiation professionals say. Yet "Germans do negotiate," says Serap Yilmaz, a talent scout at the University of Cologne who helps students prepare for their future careers.

Yilmaz says clear communication is key; it can help you hash out everything from salaries to second-hand sofas. "When I negotiate, I use formal language," she says. "I'm straightforward. For my first job salary, I pitched high and got what I wanted."

UNDERSTAND YOUR AUDIENCE

Knowing who you're dealing with is a key asset in any negotiations, and everything from your outfit to your demands should reflect the company vibe.

"It's important to understand culture" and not just geography, explains Christian Gasser, head of consulting for Europe and Russia at The Gap Partnership, a United Kingdom-based firm. Familiarize yourself with the people you're addressing and find ways to engage them.

That's what Cynthia Barcomi did. "When I started out, I was a freak," recalls the American, who moved to Berlin as a professional dancer in the 1980s. A few years later, bolstered by a Columbia University degree and a dream of opening an artisanal coffee roastery, she contacted a dozen banks in her efforts to secure a business loan. They all turned her down. Then she considered what Germans and Americans had in common, and she had a thought: they both seemed to love sweets.

So she showed up to her next bank meeting with her already-solid business concept *and* a plate of home-baked cookies. Barcomi scored a commitment for her starter cash. Now she owns two cafés and has authored six baking books. Connecting the dots and showing a little flexibility can change everything.

BUILD YOUR CASE

Let's say you have an offer but you'd like to sweeten it by negotiating a higher salary. Can you? Maybe – if you approach it like a native would.

"Prepare to state why you think you should be better paid," says Peter Knapp, author of the manual *Verhandlungs-Tools: Effiziente Verhandlungstechniken im Business-Alltag*, which offers negotiation tips for everyday career situations. Points should include

details on your education, qualifications, and the unique perspectives you bring. Knapp warns not to use the phrase, "I want."

Do outside research, too. People tend to keep details of their salary history close to the vest in Germany, but ask around anyway and arm up with data. Be aware of the country's well-documented gender pay gap. Know that sectors like automotive and electronics have union-negotiated salary bands that can't be budged.

Any negotiator should know that when Germans sell something, they price it very close to what they expect to receive. If you don't see the abbreviations *VB* or *VHB* (for *Verhandlungsbasis*, equivalent to "negotiable") next to the price in a classified ad, you're unlikely to get the item for less. And when it comes to pay, you can expect an employer to offer compensation in the vicinity of what's possible. Negotiate up by 10 percent and you've done well.

PUSH FOR PERKS

Is there another way to boost an offer besides take-home pay? Yes. Sylva Sternkopf, principal of the Dr. Sternkopf Media Group near Chemnitz, notes that vacation is a classic benefit to bargain. "Many firms won't negotiate money but will discuss holidays," she says.

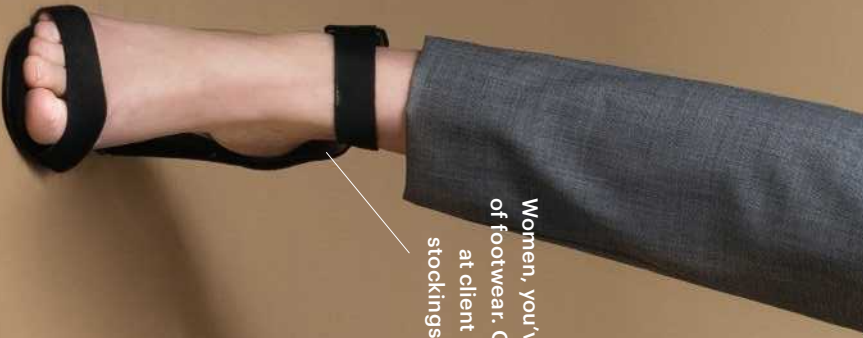
Keep in mind that 24 days of vacation per year is standard in Germany and that some jobs come with bonus payments in the summer and at year's end. Workers with full contracts also enjoy many add-ons mandated by law, including stringent job security, parental and sick leave, and excellent healthcare. So don't be greedy.

GAIN THE UPPER HAND

Moving to a new country is a big endeavor, and there will be lots to negotiate as you settle in. Keep a few rules of thumb in mind. In all exchanges, address your counterparts with the formal *Sie*. Be polite even if you don't agree. Don't joke around. Speak in options, not absolutes. Decide in advance what is unacceptable to you and know when to walk away from an offer that falls short of what you want.

And when you strike a deal, summarize and confirm it. Realize that trustworthy Germans adhere to contracts, whether they shake hands or sign on the dotted line. And they expect the same of you.

Finally, know that in a booming job market, you have the upper hand. "Many companies have a huge need for young professionals," says Knapp, the training manual author. "They want good people and they will negotiate to get them." ●



Women, you've got freedom of footwear. One exception: at client meetings, stockings are a must



Don laced shoes only before 6 p.m. in northern Germany. And socks should always go up to the calf when seated

ETIQUETTE

Knowing proper form can help ease any transition into working life abroad. In Germany, the code of behavior is practically a business in its own right

BY MADELEINE SCHWARTZ PHOTOS BOERGE SIERIGK STYLING LESLEY SEVRIENS

For Susanne Helbach-Grosser, one of the country's leading manners experts, being polite starts with dressing correctly. Germans tend to dress formally, particularly in workplace settings. Even in less formal situations, Helbach-Grosser urges both men and women to wear jackets.


Some smaller clothing choices have particular implications, particularly in the business world. So tread cautiously. Socks, for one, should go up to the calf when sitting so that skin is never exposed. Businesspeople should avoid white socks, which are associated with the medical profession or tennis playing.

The amount of information on business rules, from what to wear to how to make chitchat, can be overwhelming, Helbach-Grosser admits. But be open and ask questions. And keep a notebook in the first few weeks after your arrival to jot down etiquette rules and observations about office behavior, she says.

Z

GERMANY

Models: jumpsuit by Musswessels, sandals by Beyond Skin; blazer by Musswessels, sweater and pants by Zara, belt by Aligner, shoes by Dr. Martens




No ostentatious jewelry
or accessories here.
It's still frowned upon
in most workplaces


German business attire
is understated and conservative.
Pantsuits for women are
common. At hip startups, though,
outfits can be edgier

Whatever you do, men,
don't wear a belt
with suspenders

Let's make very little small talk – preferably about very big ideas



Hi Jani! So glad to have you
on board at our startup. I am the CEO.
All my academic titles must be
overwhelming. Feel free to
call me Julia. Now, let's get to work!



Julia, it's really a pleasure to be
on board. Thanks for the warm welcome.
Where is my desk? I'll get straight to
work programming this great financial-
technology app you've envisioned!

KNIGGE

Why did your new boss just take a huge step back after shaking your hand?
What you really need to know about manners on the job in Germany

BY DEBORAH STEINBORN

THE TOME Way back in 1788, a German baron published his thoughts on etiquette. They were so comprehensive that the book, *Über den Umgang mit Menschen* ("On Human Relations"), is still the authoritative guide to behavior and politeness in the country. Adolph Freiherr Knigge's book is so pervasive that the word *Knigge* has become synonymous with good manners in the country.

And most of Knigge's tips still ring true. "There is no such thing as a white lie," he wrote. "There has not yet been an untruth uttered that sooner or later hasn't led to unfortunate consequences for everyone."

THE TIMING It's no stereotype that Germans take punctuality to an extreme. Always be exactly on time. One exception: if invited to a timed reception (say, from 6 p.m. to 9 p.m.), never stay the entire duration. Arrive a little later, and leave earlier.

THE INTRODUCTION There's a well-worn phrase for social introductions in Germany: "*Alles vor Geschlecht, es folgt die Dame, dann der Herr*." In plain English, the oldest person in a group has the right to know first who the newcomer is. Only after this should the newcomer be introduced to any women, and, lastly, men. In business, it's a bit different. The most senior-ranked person should first be introduced to unknown people, regardless of age or gender. Germans are big on titles, so if you're introducing

someone with a doctorate, or a person of nobility, include his or her title. If you have a title, however, be modest! Don't mention it when giving your name.

The formal address *Sie* is still best form for new acquaintances, business and otherwise. In most corporate cultures, the more senior person still sets the tone for the conversation. He or she decides whether participants address each other by *Sie* or *du*.

THE GREETING It's a hand-shaking culture! Again, age before gender (or most senior officials in business). Many Germans don't even know the rules anymore, so it may make sense just to extend your hand. Germans also often step back after shaking hands, in order to provide a proper distance. Be sure to look people in the eye when you greet them. And don't leave out professor and doctor titles unless the person who holds them says it's okay to do so.

THE LOOK If you're uncertain, ask discreetly about the dress code in advance of an event or a new job. In general, Germans are still a fairly conservative bunch. In business, basic blue or pin-striped suits with matching ties, 1950s-style, are the norm for men; for women, a simple, well-tailored pant suit or skirt with matching jacket and flats.

In recent years, especially with a burgeoning startup culture, smart casual has become acceptable at certain events and even some workplaces. At office

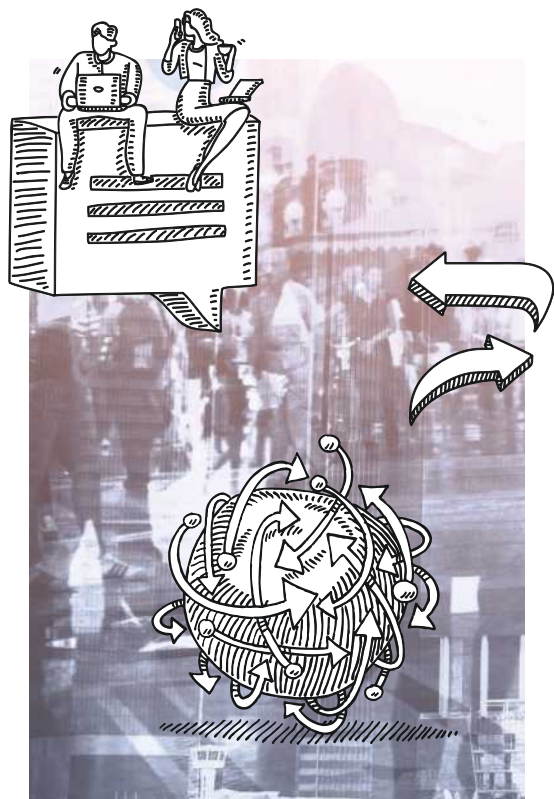
parties held in the early evening, for instance, business casual is often fine. A precious few companies have adopted casual Fridays, too.

For men, business casual means jeans or corduroys with a polo shirt, pullover, and blazer (handkerchief recommended). Women have more flexibility, as long as they leave outlandish colors and revealing styles at home in their closets.

THE ODDITIES There are so many that it's hard to single out just one. The German toast is one. You must look each and every person you toast directly in the eyes while clinking glasses, or else. And don't forget to bring along a *Mitbringsel* (a small gift, ideally flowers, chocolate, or alcohol) when invited to someone else's home.

THE TALK In most corporate cultures, it's still the more senior person who sets the tone for the conversation. Unlike in the Anglo-Saxon world, Germans dislike banal chitchat. That said, don't take sides in any discussions about politics. Better yet, don't broach the subject. "I've actively tried very hard not to bring the center of gravity back to United States politics in most conversations," says Amanda Cormier, an American who moved to Berlin in 2017 to work at health-care startup Clue. When in doubt, just consider what the baron would do. —*Madeleine Schwartz contributed to this article*

NEW YORK, RIO, DÜSSELDORF? ZU HAUSE IST ES DOCH AM INTERNATIONALSTEN. —



Wenn man an internationales Arbeiten denkt, hat man automatisch Wolkenkratzer oder einen anderen Teil der großen weiten Welt vor Augen. Aber die hat sich längst weitergedreht.

New York und London haben mittlerweile starke Konkurrenz auf der ganzen Welt. Auch die Ansprüche von Talenten an potenzielle Arbeitgeber sind nicht in den 1980ern stehen geblieben. Firmenkultur, New Work sowie ein lebendiger und vielfältiger Austausch mit Kolleginnen und Kollegen – mit unterschiedlichsten Backgrounds – stehen heute ganz oben auf der Wunschliste. Die Mitarbeiterinnen und Mitarbeiter der Unternehmensberatung BCG (Boston Consulting Group) zeigen, dass Internationalität an den überraschendsten Orten in der Gruppe zu finden ist.




YANNICK

Berlin ist meine Homebase. Aber mein Office ist überall auf der Welt. Nicht selten sitze ich im Flieger auf dem Weg zur nächsten spannenden Herausforderung. Meine ersten Trips gingen gleich mal nach Frankreich und Vietnam. Da trifft man natürlich auf jede Menge Leute aus der ganzen Welt und nimmt unglaublich viele Eindrücke und Erfahrungen mit nach Hause. Eine davon ist zum Beispiel, dass es in der Gruppe nicht den einen Typ Berater gibt mit demselben stromlinienförmigen Werdegang. Jeder bringt andere Skills und Talente mit – vom professionellen Volleyballspieler bis zum Sprachgenie ist alles dabei. —






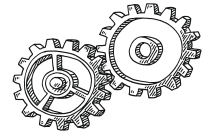
NINA

Ich dachte immer, nach dem Studium ist es vorbei mit dem Lernen. Deswegen wollte ich eigentlich erst gar nicht so richtig ins Berufsleben. Aber jetzt fühlt es sich so an, als würde ich gerade erst anfangen zu lernen. Von jedem Case, jedem Kunden und Kollegen kann ich was anderes mitnehmen, was echt stark ist. **Das Schöne ist, dass ich dabei nicht nur beruflich neue Erfahrungen mache: Letztes Jahr hat mich das Fernweh gepackt, und ich habe zusätzlich zu meinem Regelurlaub eine Auszeit von mehreren Wochen genommen, um durch Japan zu reisen.** Das geht auch nicht überall. 

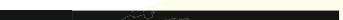


NICLAS

Nach drei Jahren in den USA hatte ich zwei Fragen. Erstens: Will ich zurück nach Deutschland? Zweitens: Will ich in einem Job anfangen, in dem ich keine Erfahrung habe? Beide konnte ich nach dem Your-Turn-Event in Boston einfach mit „ja“ beantworten. **Der Austausch mit Leuten aus der Gruppe, die in derselben Situation waren, hat mir hier echt geholfen. Auch habe ich an dem Wochenende in Boston zum ersten Mal die Kombination aus Professionalität, Spaß und Bodenständigkeit der Berater erlebt.** Das beeindruckt mich heute noch. Genauso wie die Hilfsbereitschaft, Unterstützung und die Can-Do-Mentalität, die meine Kollegen an den Tag legen. 



KATHARINA

Was hat eine biomedizinische Forscherin eigentlich in der Beratungswelt zu suchen? Genau das habe ich mich vor meinem Einstieg bei BCG auch gefragt. Schließlich habe ich davor sieben Jahre in den USA in der Biomedizin geforscht und promoviert. **Ich kann Euch auf jeden Fall sagen, was ich hier gefunden habe: ein Umfeld, in dem man sich immer weiterentwickeln kann. In dem Neugier belohnt wird und jede Menge Leute mit wertvollen Fachkenntnissen aus den unterschiedlichsten Bereichen zusammenkommen.** So schaffen wir es gemeinsam, extrem wirkungsvolle und unerwartete Strategien für unsere Kunden zu entwickeln. Und das in immer wieder anderen Wirtschaftszweigen. Ich bin heute auf jeden Fall viel breiter aufgestellt als früher – ohne dass mein Fachwissen dabei verstaubt. 





Munich is known as a bustling city with a high quality of life.
Some entrepreneurs even surf its Isar River in their free time

SOUTHERN STAR

How Munich has carved out a niche as Germany's alternative startup hub

BY JILL PETZINGER PHOTOS CONNY MIRBACH

When the world speaks of Munich, it's usually with reference to Oktoberfest, the superstar soccer team FC Bayern Munich, or sleek BMW cars. Residents of the wealthy Bavarian capital, meanwhile, often wax lyrical about its amazing quality of life and stunning natural surroundings.

Far away from the gritty cool of Berlin, Germany's second startup hub is thriving. Munich's newest companies have disrupted everything from travel (FlixBus) and food delivery (Foodora) to interior design (Westwing). The city now even hosts a unicorn – industry jargon for a startup valued at 882 million euros or more. Last June, Celonis, a local data-mining startup, secured 44 million euros in new venture capital and got that coveted status.

Andreas Bruckschlägl is a well-known local entrepreneur and a very big fan of the city. "Munich is one of the most liveable and beautiful cities in Europe," the native Bavarian says. He is quick to provide statistics on infrastructure, weather, and quality of life to support that claim.

Bruckschlägl has a vested interest, too. He is part of the brains behind Bits & Pretzels, a Munich-based founders conference that's grown into Europe's largest in the five years since it was launched. The conference has become a driving force in the Bavarian tech ecosystem (and by way of association, Bruckschlägl has, too). Bits & Pretzels takes place for three days right in the middle of Oktoberfest each year. In 2018, it brought together about five thousand founders, investors, and corporations.

According to EY's Startup Barometer, annual investment volume in Bavaria doubled to more than 800 million euros in 2018. The state still trails Berlin in terms of investment in startups, according to the consulting group's report. But Munich's combination of top research institutes, influential blue-chip companies, and high density of venture-capital investors offers a "promising dynamic,"



As startups crop up throughout Munich, so do coworking spaces like Mates, pictured above



BMW, which supports local startups in the automotive industry, designed its headquarters in the shape of a four-cylinder engine

according to the EY report. Take the healthcare sector. Bavaria outstripped Berlin when it came to investment volume in healthcare startups in 2018. Groups across the state attracted 131 million euros in investment, compared with the 85 million euros that flowed into health startups in the city-state of Berlin that same year, according to EY.

Peter Lennartz, head of the EY Start-up-Initiative, says it's important to consider individual companies' fields of business before trying to compare the volume of venture capital in the two hubs. Berlin is a leading location for e-commerce and financial technology, Lennartz says. A company like Zalando, for example, needs to build up logistics from scratch, "and that costs a crazy amount of money," he ex-

plains. Many of Munich's newest startups, by contrast, operate in the business-to-business sector. They might have a strong focus on deep data, artificial intelligence, or mobility.

Vivien Dollinger is one deep-tech founder who chose to set up shop in the heart of Munich. Back in 2015, she launched ObjectBox, a developer of on-device databases for mobile devices. The group recently raised 1.8 million euros from investors in a funding round.

Dollinger, who has been based in Munich for ten years, has experienced the tech scenes in both London and Berlin first-hand as well. Sure, these two cities may have more community events and active venture capitalists, she says. But Munich is geographically at an advantage. Large German corporations as well as smaller but equally influential *Mittelstand* companies dot Bavaria's landscape and carry with them a unique economic clout. And this translates into "more money for projects," she says.

Indeed, Munich boasts seven of Germany's largest publicly traded DAX companies out of a total of thirty, and that's a crazy amount, EY's Lennartz agrees. "That's good," he says, because a startup company "can work well with them."

These blue-chip giants create win-win relationships with their fledgling counterparts in the local tech ecosystem. Siemens, for one, founded a corporate venture-capital fund called next47 back in 2016. The previous year, BMW launched a subsidiary called Startup Garage. It buys into innovative products early in their development, with an eye to integrating the innovation in its cars.

Munich is also home to IBM's Watson IoT headquarters; Allianz X, an incubator founded by the insurer; and a growing number of coworking spaces.

Another unique strength is the city's reputable higher-education landscape. Times Higher Education, an annual publication of university rankings, recently listed the Technical University of Munich the sixth-best university worldwide for artificial intelligence research. Facebook announced in January that it will invest millions to build an AI ethics research institute there. And Google donated one million euros to the university last year and will partner with it on AI and robotics research. German research institutes including the Max-Planck Institutes and the Fraunhofer Society also have powerful presences in and around the city.

With local universities churning out high-caliber graduates, it's not surprising that staffing up a new business with qualified personnel isn't so hard. "We are always very astonished by how

MUNICH SNIPPETS

1.5 million
residents

15%
of all German startups

Biggest startup IPO
Westwing

Total sunshine
2,188 hours

Period: 2018

many talented people are already in Munich,” says Manuel Thurner. The co-founder of Kaia Health, a digital therapeutics company, knows from experience. He hired his entire staff practically from scratch when launching a mobile-therapy app for chronic back-pain sufferers in 2018.

Thurner says more than half of Kaia’s staff hails from countries other than Germany. But most of them, he adds, were already living in Munich when they were hired. So there was no need to allot for sometimes pricey relocation costs.

Laurin Hahn, co-founder and CEO of Sono Motors, which has developed solar-powered e-cars, hasn’t had problems attracting new employees. Since 2016, his team has expanded to 80 staff members hailing from 15 nations. “Hiring talent is definitely not a problem,” he says. “People really love to move to Munich.”

Granted, when it comes to founding and developing your own business, Munich is an expensive base. Hahn warns founders who mull Munich that the cost of living and setting up shop can be higher in Bavaria than in Berlin. He recalls that finding affordable office space was a real challenge.

Landlords in popular, pricey Munich neighborhoods, of which there are many, can afford to be choosy. Rents are typically quite high for both commercial and residential property in the city. A landlord may simply decide against a young company, Hahn says; after all, “he doesn’t know if it will exist in five months.”

Hahn may well be in the minority, but he says local government programs were less than helpful. “They claim in the brochures that you get a lot of funding and support, but the reality is you don’t get anything,” he says. Applying for funding, in his experience, was a slow-going process. “It can take six or even up to 12 months until you get anything,” he says.

Thurner of Kaia Health feels differently. City officials “helped us a lot because of our nature as a medical startup,” he says. “We were able to get a lot of sponsorship for our clinical studies,” he adds, but otherwise the local government didn’t “lend support in a different manner than other states in Germany.”

Bruckschlögl, the conference developer, admits that Munich’s advantages pose some challenges, too. But they’re good ones: “There’s a huge amount of money” and “a large number of investors,” he says. “But there’s also pressure to earn money. You have to act more quickly to create a business model. You can’t just hang around for months thinking about it.”

Elsewhere in Germany, AI is revolutionizing language. A Cologne startup has pulled off what’s baffled others for years – translating tricky languages. An excerpt of “Southern Star” translated solely by DeepL

STERN DES SÜDENS

Weit weg von der klirrenden Kälte Berlins gedeiht Deutschlands zweiter Startup-Hub. Münchens jüngste Unternehmen haben alles von Reisen (FlixBus) über die Lieferung von Lebensmitteln (Foodora) bis hin zur Inneneinrichtung (Westwing) unterbrochen.

Inzwischen beherbergt die Stadt sogar ein Einhorn – Industriejargon für Start-ups – im Wert von 882 Millionen Euro oder mehr. Celonis, ein lokales Data-Mining-Startup, sicherte sich im vergangenen Juni 44 Millionen Euro Risikokapital und erhielt den begehrten Status.

Andreas Bruckschlögl ist ein bekannter lokaler Unternehmer und ein sehr großer Fan der Stadt.

»München ist eine der lebenswertesten und schönsten Städte Europas«, sagt der gebürtige Bayer. Er liefert schnell Statistiken über Infrastruktur, Wetter und Lebensqualität, um diesen Anspruch zu untermauern.

Auch Bruckschlögl hat ein Eigeninteresse. Er ist Teil der Köpfe hinter Bits & Brezeln, einer Münchner Gründerkonferenz, die sich in den fünf Jahren seit ihrer Gründung zur größten Europas entwickelt hat.

Die Konferenz ist zu einer treibenden Kraft im bayerischen Technik-Ökosystem geworden. Bits & Brezeln findet jedes Jahr an drei Tagen mitten im Oktoberfest statt. Im Jahr 2018 versammelte sie rund

fünftausend Gründer, Investoren und Unternehmen.

Vivien Dollinger ist eine High-Tech-Gründerin, die sich für die Ansiedlung im Herzen Münchens entschieden hat. Bereits 2015 startete sie ObjectBox, einen Entwickler von On-Device-Datenbanken für mobile Geräte. In einer Finanzierungsrunde der Serie A hat der Konzern kürzlich 1,8 Millionen Euro von Investoren eingeworben.

Dollinger, der seit zehn Jahren in München lebt, hat die Tech-Szene auch in London und Berlin hautnah erlebt. Sicher, London und Berlin könnten mehr Community-Events und aktive Risikokapitalgeber haben, sagt sie. Aber München ist geografisch im Vorteil. Große deutsche Konzerne ebenso wie kleinere, aber ebenso einflussreiche mittelständische Unternehmen prägen die Landschaft Bayerns und tragen eine einzigartige Wirtschaftskraft. Und das bedeutet »mehr Geld für Projekte«, sagt sie.

Auch Bruckschlögl gibt zu, dass die Vorteile Münchens einige Herausforderungen darstellen. Aber es sind gute: »Es gibt eine riesige Menge Geld«, sagt er.

»Aber es gibt auch Druck, Geld zu verdienen. Um ein Geschäftsmodell zu erstellen, müssen Sie schneller handeln. Du kannst nicht einfach monatelang herumhängen und darüber nachdenken.« ●

SHOW ME THE MONEY

GO PUBLIC OR PRIVATE

Launching a startup is like building any successful business. You won't get far without some capital, and sometimes money is hard to find. For foreign founders in Germany, the hurdles can be even higher: language barriers, local business customs, and red tape. That hasn't stopped international entrepreneurs from taking the plunge anyway.

Berlin ranks a close second to Silicon Valley when it comes to non-native business founders, according to market researcher Startup Genome's 2017 Global Startup Ecosystem Report. About 43 percent of all founders in Germany's capital are immigrants, compared with 46 percent in Silicon Valley, according to the report.

First and foremost, decide what type of financing is best for your new business's needs. When it comes to choosing between public and private financing, much depends on the state of your startup's development, how fast your business needs to grow, and how much control you'd like to keep over the company going forward.

So, before doing anything else, decide whether you'd like to access public or private financing. Nowadays, the federal government, states, and the European Union all provide support programs for startups. There are also roughly a hundred well-established private incubators and accelerators throughout the country.

What's more, domestic and global venture capitalists (VCs) are becoming more and more active as the country's biggest startup hubs – Berlin, Munich, and Hamburg – gain global attention. In recent years, a number of German VCs and incubators have emerged, particularly but not only in Berlin. Of these, Rocket Internet, Blue Yard Capital, Cherry Ventures Management, Point Nine Capital, and Project A all are based in Berlin. In Munich, HV Holtzbrinck Ventures and Acton Capital Partners have made strong inroads. Earlybird Venture Capital, one of Germany's oldest VC groups, founded back in 1997, has offices in both cities.

Additionally, corporations such as SAP, Merck, Bayer, Siemens, and even the South Korean conglomerate Samsung either have their own incubators located in cities throughout the country or are connected to VC funds.



43%
FOREIGN
FOUNDERS
IN BERLIN

The German government has set up a wide range of financing vehicles, and many of them are available to non-Germans and natives alike. The Berlin-based program German Accelerator, for instance, helps local startups expand into New York, Silicon Valley, and Southeast Asia. The High-Tech Founders Fund in Bonn does similar work.

And keep in mind: Various state-run agencies are developing to help foreigners apply for funding and also fast-track their visa applications. Just one example: Berlin Partner for Business and Technology, a public-private partnership, collaborates with the Berlin State Senate and more than 280 companies to help entrepreneurs launch and expand their businesses.

Back in 2008, Alexander Siebert founded Retresco, a content automation service drawing on artificial intelligence. At the time, both public and private investors offered him financing. "The constructs are different," the computer linguist says. State schemes are essentially loans that need to be repaid, he explains, while private schemes look for a share of the company. In the end, Retresco accepted an offer from private investors.

FOLLOW THE MONEY

State funding can involve more red tape, warns Travis Todd, co-founder of Silicon Allee, which supports international startups in Berlin. "You need to do a lot of reporting and stick to your business plan, which for startups is not the most risk-free thing," he says.

On the flip side, venture capitalists "follow their own logic," says Paul Wolter, spokesman for the German Startups Association. "They want to make good on their investment, and that usually means through an exit." If you do opt for a VC, he advises, find one that specializes in your sector and offers more than just money. For instance, these groups can be helpful to companies just starting out by sharing valuable business intelligence and market strategy.

When it comes to later-stage financing, venture capital in Germany hasn't matured yet. Sometimes entrepreneurs still need to access foreign money.

That doesn't necessarily mean you'll have to hop on a plane to San Francisco. In response to the rapidly developing ecosystems, international VCs

So you want to join the ranks of foreign entrepreneurs in Germany? Learn some basics about financing your startup before getting started

BY SIOBHÁN DOWLING ILLUSTRATION TILL LAUER

and accelerators have either established offices or are actively investing in Germany.

Partech International, Balderton Capital, Wellington Partners Venture Capital, Accel Partners, Creandum, Frontline VC, and Founders Factory all have invested in German startups in recent years, and their influence is on the rise. So have accelerators like Techstars, with offices in Berlin and Munich, and Microsoft Ventures Accelerator in Berlin.

PERFECT YOUR PITCH

Once you've decided what kind of financing you want, you have to go out and get it. For that, you'll need a great idea and talented people who can present and implement it.

"Investors who invest early are looking at team, team, team," says Connor Murphy, managing director at the Berlin branch of Techstars, a global accelerator network that offers early-stage startups a three-month intensive program. Murphy has invested in 60 startups in Berlin. With an acceptance rate of just 1 percent for the mentoring program, he says, he needs to know that both customers and investors will trust the team, and that he will want to work with them.

Peter Lennartz, head of EY Start-up-Initiative Germany, says a team should cover all the personnel bases despite its likely limited resources in the start-up phase. Its CEO should convey the startup's ideas and support its technological development. Another team member should be able to handle well all issues related to finances. In Germany, perhaps more than in other countries, he adds, investors pay attention to whether team members have successfully founded other companies in the past.

It's also vital to have a solid business plan right from the start, says the German Startups Association's Wolter. In Germany in particular, that plan should present realistic expectations, and it shouldn't oversell your idea. Instead of being a showman during a business-plan pitch, focus on being grounded and matter-of-fact. And when pitching to state-backed funds in particular, be sure you come armed with detailed revenue, cost, and other figures. Even better: let counterparts know you're committed to that business plan to the letter.



€4.6
BILLION
IN STARTUP
INVESTMENTS

CUT RED TAPE

While many foreign founders don't speak German, it shouldn't be an issue when accessing financing, according to market experts and entrepreneurs. After all, the common language on the startup scene is English. That's especially true in larger cities.

But non-German-speaking founders could hit a snag when they deal with banks or public authorities for the necessary paperwork. Registering a new business or applying for certain permits can require extra pieces of documentation when non-German founders are involved, experts say. An informal survey of the bureaucracy related to starting up in Berlin, for one, revealed that official forms are available only in German. And, as many a startup employee in the capital has learned, bureaucrats rarely speak English. Munich is better in this regard. Authorities have made a point to provide much of the paperwork attendant to founding a startup available in English.

Another concept that foreign founders may struggle with is the German notary system. Even a change in business address requires notarization, and the fees involved can be surprisingly high.

Todd of Silicon Allee advises spending time and money up front to hire good tax advisers and lawyers who can in turn help navigate all these issues. Don't expect to hit the ground running in quite the same way you might elsewhere, he adds.

GET STARTED

According to some foreign entrepreneurs, benefits far outweigh the hurdles. There's no shortage of money for new-business founders at the moment in Germany; the economy is still going strong, and interest rates remain low. According to the latest EY Startup Barometer, startups saw investments of 4.6 billion euros in 2018. That's 7 percent more than in 2017. Berlin, with 2.61 billion euros in investments last year, has the bulk of the business, though Munich, Hamburg, and other hubs also have seen growth.

The abundance of capital doesn't mean VCs will invest in any venture. "They look to see if an idea is good," says Siebert, Retresco's founder. "If I have a good idea today, and good technology, then I can quickly gain trust and find larger sums" of funding than before. "It's a good time to be a founder." ●





TOP OF THEIR GAME

What on earth is the *Mittelstand*? Germany's small- and medium-sized enterprises often are industry leaders. Yet elsewhere in the world, most people have never heard of them. The best way to understand these businesses may be, quite simply, to see what they produce. So ZEIT Germany asked the London photographer Daniel Stier to portray products that make the domestic economy tick.

Call it small-business art

BY CASPAR SHALLER PHOTOS DANIEL STIER

Opposite page: B. Braun Melsungen intravenous catheter. Above: Dr. Oetker pudding, OttoBock Michelangelo Hand



The German Fairy Tale Route stretches from Hanau to Bremen, connecting picturesque villages and medieval towns popularized by the brothers Grimm. If you hike there, you'll likely encounter a modern, real-life fairy tale: The *Wirtschaftswunder*, or economic miracle.

Strolling past century-old timber-framed houses in Melsungen, one such town, you'll spot the futuristic headquarters of B. Braun Melsungen on a nearby hilltop. The medical-device producer started out as a modest village pharmacy in 1839, but it has become one of the world's leading companies in its field. It had 65,000 employees and generated 6.8 billion euros in sales in 2017.

One of its innovations is the tongue-twisting *Venenverweilkanüle*, or intravenous catheter. Doctors and healthcare industry experts might quickly tick off its trademarked name: Vasofix Safety. Never heard of it, or of B. Braun, for that matter? That's because it's a so-called

hidden champion, a hyper-specialized market leader. And it's just one of many in Germany.

Welcome to the *Mittelstand* – a vast swath of privately run companies that are the soul of the country's export-led economy. Indeed, German industry is envied in some other parts of the world. Sleek BMWs and practical Volkswagens may take up the headlines, but products outside of the limelight also do heavy lifting. And companies such as B. Braun have turned the economy into a powerhouse since the years of reconstruction after World War II.

The word *Mittelstand* is difficult to translate and causes some confusion. Its literal translation is middle class. It's more commonly defined as a statistical category, though: small- and medium-sized enterprises, often family-owned or family-run, with annual revenues of less than 50 million euros and fewer than 500 employees.





But it has a certain connotation, too: stable growth, attention to detail, precision engineering, and loyalty to the workforce. That's why larger companies also like to claim the label. Indeed, more than 60 percent of the German workforce is employed in the Mittelstand.

Today, there's a bewildering array of companies, from chemical makers to toy manufacturers, that include themselves in the category. Pilz, a leader in automation technology, is one of them. If you've ever worked on a construction site or with electronics, you'll recognize its iconic yellow safety relays and red emergency stop button called PNOZ. That button can shut down entire factories in an instant if something goes wrong.

Founded in 1948 as a glass-blowing workshop, Pilz quickly expanded into parts for closed-circuit electronic systems. Based in Ostfildern, just southeast of Stuttgart, it's run by Susanne Kunschert and

Thomas Pilz. The siblings have expanded their grandfather's business into a company with more than 2,500 employees on all continents.

A few miles north of Pilz's headquarters lies Waiblingen-Neustadt, where a company called Stihl carved out a niche for itself back in 1926. Today, its hedge trimmers and pressure washers rack up roughly 4 billion euros in sales per year. Its chainsaw is used by lumberjacks and construction workers around the world.

German high-tech engineering has taken on other challenges over the years as well. Based in Duderstadt near the university town of Göttingen, Ottobock revolutionized prosthetics after World War I by mass-producing what until then been a strictly artisanal affair.

Today, Ottobock spearheads new generations of advanced prosthetics with developments such as the Michelangelo Hand. This device features an electronically activated thumb that functions almost like

Above: Stihl chainsaw, Fränkische Rohrwerke corrugated pipes

MASTHEAD



a human hand would. The first person to be fitted with the Michelangelo Hand, an Austrian electrician named Patrick Mayrhofer, went on to win a silver medal at the 2018 Winter Paralympics.

It may not have an Olympic story to tell, but Fränkische Rohrwerte is an industry leader in its own right. The company, based in the northern Bavarian city of Königsberg, makes corrugated pipe systems in a dizzying array of varieties and colors. Fränkische Rohrwerte, founded in 1906, was overhauled in 1946 by the founder's widow, Auguste Kirchner, who became a pioneer female industrialist.

The Mittelstand isn't represented only by power tools and high-tech gadgets. Consumer products in households around the globe – from Miele washing machines and Gaggenau cooktops to Nivea hand lotion and Haribo gummy bears – can be traced back to that business fairy tale road as well.

Above: Haribo gummy bears

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This button appears on the cover of some copies of ZEIT Germany. It identifies a proportion of circulation that Boston Consulting Group distributes internally and to its university network

BANK ON IT

How much can you earn? How much will you spend? Four young professionals divulge monthly income and expenses

BY JULIA GUNDLACH ILLUSTRATION TILL LAUER



THE INVESTMENT BANKER

28-year-old man, Frankfurt am Main

Work Experience
4 years

Net Income
€4,500

Annual Bonus
€40,000–€65,000

Housing
€1,000
for 40 sq. m.

Lunch €200
mainly canteen
sometimes restaurants

Groceries €400
Restaurants €360

Vacation
3 per year
€1,000 per trip

Transport €200
mode: public

Loan Repayment
€30,000 student loan
repaid with first bonus

Savings €100

Insurance
€400

Investments
€1,000

Communication €80

Entertainment €120

Nightlife €400–€600

Clothing €100

Sports €30
fitness studio

THE PRODUCT MANAGER

26-year-old woman,
Hamburg

Work Experience
20 months

Net Income €2,400

Annual Bonus €5,600

Housing €1,630
for 90 sq. m.

Lunch €100
canteen, deducted from income

Groceries €300

Restaurants €200

Vacation 2 per year
€700 per trip

Transport €270
mode: car

Loan Repayment €0

Savings up to €500
plus €80 pension fund

Insurance €90

Investments €0

Communication €30

Entertainment €100–€200

Nightlife €50
the rare night out

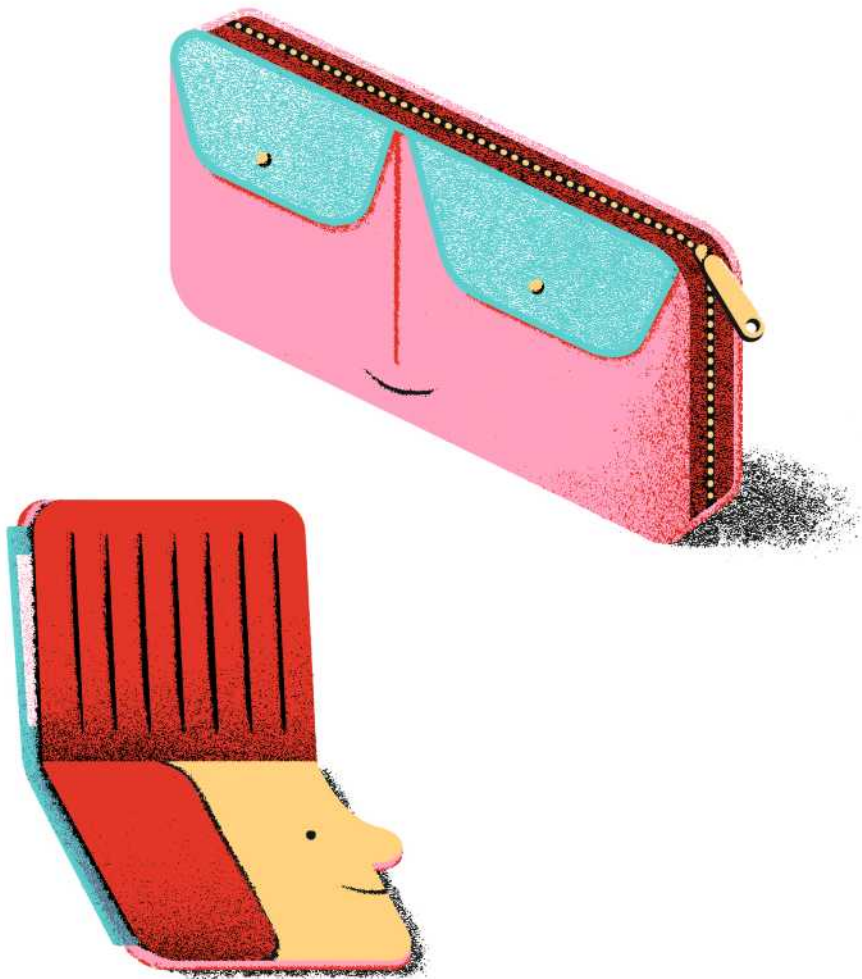
Clothing €150

Sports €110
fitness studio
and golf

THE PSYCHOLOGIST

33-year-old man,
Weimar

- Work Experience**
8 years
-
- Net Income** €2,000
-
- Annual Bonus** €0
-
- Housing** €600
for 62 sq. m.
-
- Lunch** €80
no canteen at workplace
-
- Groceries** €300
-
- Restaurants** €240
-
- Vacation** 2 per year
€700 per trip
-
- Transport** €0
mode: bicycle
-
- Loan Repayment**
€100 kitchen remodeling
-
- Savings** €250
-
- Insurance** €10
-
- Investments** €0
-
- Communication** €80
-
- Entertainment** €50
-
- Nightlife** €80
-
- Clothing**
€50
-
- Sports** €0
soccer with friends
and jogging



THE ENGINEER

25-year-old woman, Erfurt

- | | | |
|---|---|---|
| <ul style="list-style-type: none">Work Experience
2 years•Net Income €2,300•Annual Bonus €500•Housing €750
for 64 sq. m.•Lunch €80
no canteen at workplace•Groceries €150–€200•Restaurants €60 | <ul style="list-style-type: none">Vacation
3 per year
€1,400 per trip•Transport €170
mode: company car,
deducted from income•Loan Repayment
€150 student loan•Savings
€400–€600•Insurance
€150 | <ul style="list-style-type: none">Investments
€150•Communication €35•Entertainment €50•Nightlife €50
the rare night out•Clothing
€50•Sports €35
fitness studio
and volleyball |
|---|---|---|

POLITICAL PRIMER

Think Germany's rules of business are complex?
Try understanding its politics.
ZEIT's political editor gives his take on the landscape

BY HEINRICH WEFING PHOTO JANEK STROISCH



In 1992, shortly after the fall of the Berlin Wall, a plenary hall was inaugurated for the *Bundestag*, Germany's parliament. The bright, ultra-modern building wasn't in the new capital, Berlin. It was in Bonn, former seat of government of the old West German Federal Republic.

This new building had been years in the making, its design a symbol of the country's makeup. In Bonn's plenary hall, seats of members of parliament, the chancellor, cabinet members, and representatives of the federal states were arranged in a large circle, on equal footing, and in harmony under a glass roof.

If you seek a vivid metaphor for German democracy, you'll find it here. Indeed, the country's political system is essentially based on consensus and cooperation. It doesn't take place as a sharp contrast between government and opposition but rather at a round table. The system isn't characterized by hard checks and balances but rather by a finely balanced cooperation of many actors on several levels.

The central and most important actor in this system is the German chancellor. The Basic Law (in German, *Grundgesetz*), the Constitution of 1949, gives the head of government a very strong position.

In everyday political life, however, the chancellor's power finds so many limits that the wish once expressed by Angela Merkel to "govern through" (in German, *durchregieren*) remains unfulfilled.

First of all, with one exception, all chancellors of the Federal Republic of Germany have governed only on the basis of a coalition of several parties. The chancellor is thus usually condemned to consideration and compromise when formulating goals. What's more, heads of government are not even free to decide on the composition of their cabinet.

In the country's political reality, it has become common practice for each coalition partner to be entitled to a ministerial post or posts. This, in turn, means the chancellor can't fire insubordinate ministers who don't belong to his or her political party without endangering the coalition.

But even the common policy of a coalition can't be enforced without resistance. This is partly due to the *Bundesrat*, Germany's other parliamentary body, which represents the 16 federal states. It has a say in many issues, and in some crucial cases, veto rights.

The Bundesrat may have the deepest roots in German history, dating back to the assemblies of sovereign princes who, since the Middle Ages, had jointly supported the old empire. Even today, its representatives aren't direct representatives of the people, as in the United States Senate, but instead consist of delegations from the states, including governors. They confidently pursue the interests of their

regions and parties, which are by no means always identical. The chancellor cannot automatically expect the support of governors from his or her own party in exchange for something else.

The picture is even more complex. It's common for a party that forms a coalition with the chancellor's party at the federal level to cooperate with a party that is in opposition in the federal government in one or more states. Thus the lines of conflict in the Bundesrat often run in a criss-cross fashion, blurring all sharp ideological differences.

The Federal Constitutional Court, the highest court in the land, also has a decisive say in how policy is shaped. Once called upon, it can review almost all federal laws and executive acts. The 16 judges of the Constitutional

Court do this with great care and at least as much self-confidence. There has probably been no government since 1949 that hasn't failed in important political cases before the Constitutional Court, which is based in Karlsruhe. The court's influence is so great that a renowned US-based lawyer once remarked, dryly, that today's Germany should be called the Karlsruhe Republic rather than the Berlin Republic.

The way judges are appointed to the Constitutional Court also shows how much the Basic Law aims for consensus and cooperation. Half of the judges are elected by the Bundestag and half by the Bundesrat, each with a two-thirds majority. This makes candidates with radical positions nearly impossible. The election procedure also guarantees a high degree of independence for judges, who are appointed for 12 years and cannot be re-elected.

All these constitutional provisions aimed at balance and participation have made a decisive contribution to the internal stability of the Federal Republic of Germany, which is celebrating its seventieth birthday in 2019. The country has repeatedly experienced harsh debates and sharp political

confrontations. But Germany has been spared the irreconcilable polarization that many other Western democracies have seen – at least so far.

However, the two traditionally most important parties – the Christian Democratic Union and the Social Democratic Party – have been governing together in a grand coalition more and more frequently at both the federal level and in many states. And the downsides of this system are also evident: too much consensus paralyzes democracy.

As a result, both major parties have lost support dramatically. New political parties have emerged. It is increasingly difficult to organize majorities and populists are gaining ground. How can the political system function under these changed circumstances? Can it continue to guarantee consensus and stability? These large questions loom ahead for the country in the coming decades. ●



GERMAN CONTENT

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OUT AT THE OFFICE

Despite the rise of far-right populism, many LGBTQ+ employees feel at home in the German workplace

BY MICHAELA CAVANAGH ILLUSTRATION TILL LAUER

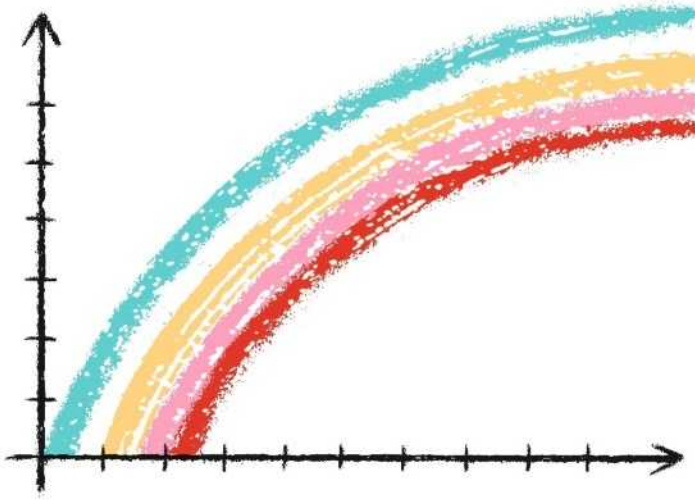
When Chieh Lee moved from New York to Düsseldorf in 2015, his gender identity didn't occupy his thoughts much. Growing up, he'd always felt like a boy inside a girl's body but was fine with it.

Then, something changed. Culture shock and an unexpected workplace crush sparked a revelation. "I couldn't live like that any longer," he says. "In retrospect, I didn't feel completely comfortable, and then I knew it was time to confront my issues." So Lee, a designer for a search-engine company, came out as a transgender person to coworkers.

When he did, Lee was taken aback by how normalized being trans was in Germany. He'd been nervous about telling his boss, he says, "but the meeting lasted two minutes, and she was really relaxed about it."

By many measures, being LGBTQ+ in Germany is no big deal. Much of the population is progressive, tolerant, and open-minded when it comes to sexual orientation and gender identity.

And the country's policies now reflect that mindset. In 2017, the federal government legalized same-sex marriage. Same-sex civil partnerships have been on the



books since 2001, though same-sex couples still face many barriers to adoption.

Since last year, Germans have been able to choose between male, female, and a third gender called "diverse" on official documents. And it's illegal for employers to discriminate based on sexual orientation or gender identity.

A 2017 survey by London business-to-business researcher Expert Market ranked Germany among the friendliest countries in the European Union for LGBTQ+ workers. Indeed, in Germany, "being unpunctual will be regarded as way more offensive than being gay," a commentator

on the online forum hub Reddit recently wrote.

Lukas Hofmann, whose name has been changed to protect his identity, works in Berlin politics and identifies as gay. His experience has been different from Lee's. He hasn't been confronted with outright homophobia in the workplace but feels he can't be himself.

Hofmann left a private-sector job partly because he perceived indirect discrimination. "I felt like I was treated differently from my male colleagues because I was an out and queer man," he says.

Now working in the public sector, Hofmann feels more at ease. With career experience in a

number of countries, Hofmann says he found the United Kingdom to be most welcoming. In the German private sector, he felt he had to conceal parts of his identity, especially around conservative clients. "Whether you experience discrimination" as a gay white man "depends on if you're straight passing or not," he explains. "If people don't associate your behavior with being different, then you have all the power of a straight white man." If you're not straight and not white, this shifts dramatically, he adds.

Patrick Dörr, a coordinator for the Queer Refugees Project at the Lesbian and Gay Federation in Germany (LSVD), says anti-LGBTQ+ attitudes and racism still affect the people with whom he works. "LGBTQ+ migrants and refugees live with a combination of racism and homophobia," he says. What's more, Germany's far-right political movement is gaining steam, and there is a widening gap in attitudes. Hofmann, for one, grew up in a small German town, where coming out would have raised eyebrows. "There are still divisions between cities like Berlin and Cologne, and the countryside," he says.

Lee, the designer, still lives in Düsseldorf and feels comfortable there, despite the challenges he has faced since coming out. As he transitions, navigating the Kafkaesque German insurance and healthcare systems in a language that's not his own has been a particular challenge, he notes.

Yet when he returned to the United States for a visit, Lee was surprised by how much more conservative it seemed in comparison. "People would ask me if I was male or female, and I just felt like I couldn't be myself there," he says, adding: "Here in Germany, it's more open. I'm fine to just be who I am."

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GERMANY

HOW GREEN IS GERMANY?



Photo: Simon Koy

Forests – like this one surrounding the Königssee in Berchtesgaden – cover more than 32 percent of the country

Germany used to be a green-energy giant.
But the country has fallen behind
on its ecological commitments in recent years.
That may be about to change yet again

BY VERÓNICA ZARAGOVIA

Lars Katzmarek, a coal technician for energy company LEAG, fears losing his livelihood if Germany shuts its coal plants too quickly. Unlike neighbors who have left Cottbus, a city in the former East Germany, for jobs in Munich or Hamburg, he wants to stay in his hometown.

So Katzmarek traveled to Berlin in January with several hundred other coal workers from the region to protest a government plan to phase out reliance on fossil fuels.

The demonstrators showed up across the street from a federal building, blew whistles, and beat containers with sticks. Inside, the government-appointed Commission on Growth, Structural Change, and Employment was in session.

The commission, made up of industry representatives, politicians, and environmentalists, agreed the following day on a 2038 deadline to phase out coal.

That's still too fast for Katzmarek, who says his region's economy is at stake. "The loss of jobs will be a catastrophe," says the 26 year old. Yet environmentalists had lobbied for a much shorter time frame.

In other words, neither side is happy with the compromise. And it reflects a wider dilemma in the country. Germany used to pride itself on its global reputation as an environmental leader. Chancellor Angela Merkel was even dubbed the climate chancellor early in her first term in office.

That was 13 years ago. But Germany has failed to live up to the label since then. In February, a government report warned that Germany is falling far short of its goal to cut greenhouse-gas emissions by 40 percent through 2020.

Facing pressure to avoid massive job cuts, politicians for years have dragged their feet on reducing fossil-fuel energy. The combined influence of big industry, a car-loving population, and a surprisingly heavy reliance on plastic packaging have contributed to Germany's environmental shortcomings.

Now, government officials, environmentalists, and even consumers are trying to use these obstacles to their advantage. They hope to win back their national image as a green energy giant.

It's a "painful transition," says Benjamin Görlach, senior fellow at the Ecologic Institute in Berlin. "But

38%

**COAL
ENERGY**

8%

**SOLAR
ENERGY**

it's also a really big opportunity if we can tackle it in a positive spirit." He points to January's compromise reached by the Berlin commission as an example.

"If conditions are set in the right way – for the region, for the workers, but also for the country as a whole – it's a great opportunity that we shouldn't miss," he says.

Some changes are already underway to ease the country's transition away from fossil fuels, which still account for half of all energy in Germany. Last year marked a turning point. For the first time ever, renewables supplied an additional 40 percent of energy – overtaking coal in annual electricity production.

This data may not seem so newsworthy at first. But "this is a big achievement" for the country, says Christoph Heinrich, chief conservation officer with WWF Germany.

About 12 percent of the country's energy is still generated by nuclear power, although it is slated to unplug all nuclear power by 2022, according to the World Nuclear Association. The transition to non-carbon-based, non-nuclear renewable energy supplies, dubbed the *Energiewende*, or energy transition, ramped up shortly after the 2011 Fukushima nuclear disaster in Japan.

German consumers still pay among the highest energy prices in Europe. This is due in part to a surcharge under a renewable energy act that's meant to offset the cost of switching to renewables.

And so Germany finds itself looking more black and white than green. "The white is the incredible career that renewables have made," says Heinrich. "If you travel through Germany, you will see wind energy everywhere." And, Heinrich says, photovoltaic power panels are becoming more and more common on the roofs of homes in German cities and towns; this is still an unusual sight in other European countries.

And the black? "We still have too much carbon-dioxide emissions from coal, and this is one of the most predominant political debates," Heinrich adds. Referring to coal technician Katzmarek's concerns, Heinrich acknowledges the challenge of phasing out coal without economically harming the regions that will bear the biggest brunt.

Indeed, Germany's shift to renewables from nuclear power and fossil fuels has already drained jobs. In the old mining town of Welzow, close to the border with Poland, boarded-up, abandoned homes line empty streets.

There's a lookout point just outside of town. From there, the vast, brown Welzow-Süd coal mine stands out in stark contrast to the green forests of the state of Brandenburg off in the distance.



Brown coal power plants
dot the landscape in the
German part of Lusatia

In other German states, particularly Bavaria, the powerful car industry has posed an additional hurdle to the country's environmental standing. Now, the government is more strictly enforcing old laws and hammering out potential new ones, in an effort to get big carmakers more firmly on board.

Görlach, the Ecologic Institute fellow, isn't alone in thinking that the auto industry needs to be more heavily involved in the Energiewende. "The German government regularly blocks more ambitious environmental standards for car-makers in Brussels," says Arne Jungjohann, co-author of the book "Energy Democracy," referring to the European Union's efforts to enforce emission targets in all member states.

The popularity of fuel-guzzling SUVs and an ever-increasing production of cars with traditional engines are other flaws seen in Germany. "This adds up to an almost constant emission of greenhouse gases," WWF's Heinrich says.

In an effort to address air pollution in metropolitan areas, courts in more and more German cities are banning older cars. The first restrictions on diesel vehicles took effect in May 2018 in the northern port

40% RENEWABLE ENERGY

city-state of Hamburg. A related effort to improve air quality by curbing speeds along the entire stretch of the country's famous autobahn sparked such an outcry that the government has delayed action. The autobahn is famous for its lack of a universal speed limit, although 30 percent of all motorways have had posted speed limits for years, according to ADAC, the General German Automobile Club. Introducing a blanket, nationwide speed limit would significantly help to curb fossil fuel emissions, experts say.

Yet so far, the country has focused its efforts mainly on improvements in electricity rather than in cars or other areas, says Görlach. "If you look at transportation, housing, food, and agriculture, there's much less going on," he notes.

That's partly why lawmakers are now turning their attention to plastic pollution. Germany produces the most plastic packaging waste per capita in Europe. In fact, the country produced 18 million tons of plastic packaging waste in 2016, according to the latest available government data. That's nearly 221 kilograms of packaging waste per person. In the EU overall, packaging waste is about 167 kilograms per capita.

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ALLE 11 MINUTEN VERLIEBT SICH EIN INVESTOR IN EINE SMARTE IDEE.



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To address this, a new packaging law, the *Verpackungsgesetz*, took effect early in 2019. It aims to boost recycling rates of plastic, requiring plastic manufacturers to register with a new national authority and pay into a system that helps finance recycling. The goal is to recycle about 59 percent of plastics this year and 63 percent by 2022. Last year's rate was just 36 percent.

Still, others would rather not wait for change imposed at the federal level. In the heart of Berlin's trendy Kreuzberg district, the company Original Unverpackt, which translates to "originally unpackaged," has carved out a niche selling all sorts of food and household products – from whole grains to loose toothpaste pellets – while avoiding the plastic packaging consumers have grown accustomed to.

Housed in a converted butcher shop, a colorful display of spices in clear jars brightens the white-walled, no-frills store. Customers shop for food and household products including nuts, pasta, and cleaning detergents using refillable, bulk containers. They select just how much they need and walk out of the store with goods in hand – without any plastic bags, containers, or other packaging.

18 MILLION TONS OF PLASTIC PACKAGING WASTE

After opening its first location in 2014, Original Unverpackt is planning a second Berlin store. Similar retail initiatives are cropping up in Hamburg, Bremen, and cities across the country. "Our customers are tied together by the belief that something has to change," says Lina Schulz, manager at Original Unverpackt. "This might be one possibility."

Such dedication on the part of everyday consumers is encouraging. But the federal government is ramping up its rhetoric as well, and that may be a sign that even more changes are to come. Svenja Schulze, Germany's environmental minister, recently called for greater commitment to climate policies. "We will learn from past failures," Schulze said.

Government efforts won't be without resistance. Katzmarek, the coal technician, is becoming a leading voice in the fight against reducing fossil-fuel energy. He sometimes even wears a white miner's helmet as a symbol of protest. Like environmentalists who use hip hop as a vehicle for their message, he's even begun to rap about the negative impact of the Energiewende on his region's economy. A music video he's published on YouTube has attracted more than 15,000 views. ●

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FIND SOME DIGS

First things first: You need a base. Many young professionals just starting out live in shared apartments known as *WGs*. This stands for *Wohngemeinschaft* – a living community. You'll have your own room but share a bathroom, a kitchen, maybe a living room.

In Germany for a limited time? A sublet, called a *Zwischenmiete*, might be easier. It's already furnished, whereas in regular apartments, renters often have to install fridges and stoves.

The landlord receives *Warmmiete*, basic rent plus utilities. Gas, heating, and electricity are included; telephone and internet bills aren't. Public TV and radio license fees, called GEZ, cost an additional 17.50 euros per month.

Landlords may ask for as much as three months' rent as a security deposit, or *Kaution*. If nothing's damaged, the deposit will be returned when you move out. Get a signed list of pre-existing damage before you move in.

Sadly, the housing market is full of scams, even in Germany. Never pay before you sign a lease. Viewing an apartment should never cost anything. Luckily, renters' rights are strong. The local *Mieterschutzbund*, a tenants' rights organization, can help. Popular websites to find an apartment or a room in a WG:

www.wg-gesucht.de
www.immobilienscout24.de

FIRST 100 DAYS

Think Germans are efficient?
 Then you haven't encountered their yen
 for bureaucracy. But there's help.
 Seven steps to settle in

BY CASPAR SHALLER ILLUSTRATION TILL LAUER

REGISTER

This is vital. You'll need proof of registration, the *Meldebestätigung*, for everything from bank accounts to health insurance. In Germany, you must register your address with local government each time you move.

According to German law, you must do so within 14 days of moving. Government offices sometimes work very slowly, so meeting this deadline is nearly impossible. But scheduling an appointment at the *Meldebehörde* within two weeks of moving should suffice.

In most cities, it's possible to schedule an appointment online. But the next free one might be in three months. Try checking the website first thing, at 7 a.m.,

for cancellations. And be sure to get all needed paperwork in order before your appointment:

1. A valid passport. 2. The *Anmeldeformular*, or registration form. These forms are only available in German, but filling out your name, date of birth, and address is easy with the help of Google Translate. 3. A *Wohnungsgeberbescheinigung*, which confirms you are allowed to live in the apartment. Your landlord should give you a signed version of this form along with your lease. If you are subletting or living in a WG, the leaseholder needs to sign. Your lease is not a replacement for this form. Once you have all these documents, registering should be a breeze.

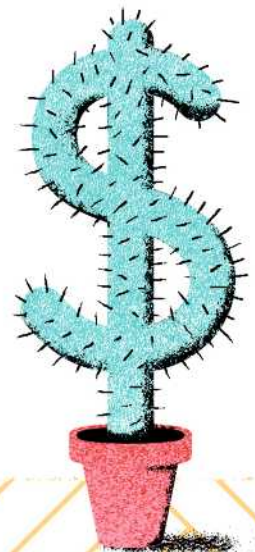
BANK ON IT

To open a bank account with a traditional bank, you must visit a brick-and-mortar branch. You'll need a passport or other valid ID, and, of course, your proof of registration. Most forms are only in German. Find a staff member who can help. Or use an online bank, such as N26 or comdirect. They don't charge fees, and they offer support in English.

Cash is still king in Germany. Many stores and restaurants don't accept debit or credit cards, and banks often charge a fee for withdrawing cash at ATMs outside their network. Public savings banks, called *Sparkassen*, have the most ATMs, but opening an account can be difficult without proof of permanent residence.

Credit and loans are regulated strictly, so you'll need proof of regular income. Pre-paid credit cards are available.

Lastly, whether you've accepted a company job or are self-employed, you'll need a *Steuernummer*, a tax identification number. It should arrive in the mail a few weeks after you register. Be sure to follow up if it doesn't; you'll need it in order to get paid.





GET INSURED

Once you have a bank account, get some health insurance (*Krankenversicherung*); it's crucial. You need proof of it when accepting a job.

If you're a European Union citizen and here for under a year, use your home insurance with a European Health Insurance Card. Others must apply for either public (*gesetzliche*) or private insurance.

If your gross salary is less than 60,750 euros a year (or 5,063 euros a month), membership in public insurance is mandatory. Contributions are split between employer and employee, and 7.3 percent of gross salary will be deducted from your paycheck. Private insurance for freelancers can be pricier.

Both types of insurance tend to cover doctor's visits and most prescription pills. You'll need a passport, registration, employment contract, and domestic bank-account details to apply. One benefit of public health insurance: you'll automatically get a social-security number. Otherwise, you'll need to apply for that too. A list of health insurers is at www.krankenkassen.de. Techniker Krankenkasse is popular.

THE RESIDENCE PERMIT

You're almost done! You finally can become a legal resident of the Federal Republic of Germany. (If you're an EU citizen, you already enjoy the right to freedom of movement). Non-EU citizens need a residence permit, or *Aufenthaltstitel*. To get it, you'll need to make an appointment at the local *Ausländerbehörde*, the immigration office.

Exactly which documents you need depends on the type of visa, but the following are musts: a valid passport; a biometric passport photo; a completed application form called *Antrag auf Erteilung eines Aufenthaltstitels*, which you can download ahead of time; your lease; proof of registration; German health insurance; and 110 euros in cash.

If you plan on moving to Germany but do not have a job yet, there is the job seeker's visa for people who hold a university degree. It allows you to stay in Germany for six months. You will need to prove you can cover your

living expenses during the time with bank statements showing you have a minimum of 720 euros in your account per month.

If you're freelancing, bring proof that you have clients, plus a CV, a cover letter, professional references, and a printed portfolio of your work. You'll also need a thorough financing plan that includes revenue forecasts for the next few years, and a bank statement as well.

If you come for a job, bring along your work contract, a job description (*Stellenbeschreibung*), and an employment permission form (*Antrag auf Erlaubnis einer Beschäftigung*).

If all your papers are in order, you'll finally get that cherished ID. Welcome to Germany!

Your first residence permit might be limited to a year or two, after which you'll need to renew. After going through these hoops once or twice, though, the residence permit will usually become permanent.

OUTSOURCE RED TAPE

If settling in seems daunting and you can afford it, hire an agency to help jump the hurdles. Services cost anywhere from 10 euros for registration assistance in your language up to about 100 euros for the whole shebang (registration, health insurance, and bank-account assistance).

There's a cottage industry in expat services. One such group is SympatMe, founded in 2014 by tech-savvy Berliners who noticed that some friends had a tough time when moving to Germany.

SympatMe can help you get an initial work visa, find and register your apartment, open a bank account, set up internet and phone, and even get expat discounts. It offers assistance in several languages.

START A BUSINESS

Starting your own business? You may need to jump more hurdles than you would elsewhere. Find a tax consultant to help you navigate the bureaucratic maze. Services such as the Munich-based Ageras can help you find the right match. ●



WHY I'VE LEFT

I grew up in Neukölln, a neighborhood in Berlin. My family didn't have much. My schoolmates often had the latest sneakers or mobile phones, which we just couldn't afford. But even as a boy, I could tell it was really difficult for my mother to raise five children alone.

As far back as I can remember, football has been my greatest passion. My older brother Sahr played it years before me. We played in the street or in the cages of Neukölln. That always motivated me, because Sahr and his friends were all much bigger and stronger than I was. Asserting myself within that setting really left its mark on me.

Sometimes we played for a can of Coke, sometimes for a kebab. There was never a referee, so things often got ugly on the field.

When I was seven years old, I joined my first football club, VfB Sperber Neukölln.

In the beginning, I experienced setbacks there time and again because I often tested the limits. I showed up too late for practice. I often used curse words. Finally, they gave me an ultimatum: either become a disciplined player or leave the team.

After a few more amateur teams, I transferred to the big club Borussia Dortmund in North Rhine-Westphalia. I was 15 years old at the time.

Even there, however, I had a really tough time settling in. My coach didn't believe in me. He even told my brother Sahr, who also played for the club at the time, that I would never cut it.

I think many others would have given up at this point. But

Antonio Rüdiger grew up in southeastern Berlin. Now he's a defender at FC Chelsea in London. What life is like for a pro footballer abroad



Antonio Rüdiger, 26, can imagine becoming a football consultant in Germany when his playing career is over

my brother managed to use that harsh critique to really motivate me instead.

And so in 2011, I was able to transfer to VfB Stuttgart, the largest top-league football club in Baden-Württemberg.

That move marked my professional debut in the Bundesliga, Germany's national league.

And after transferring abroad to the Italian professional football club AS Roma, my biggest childhood dream finally came true: to

become a professional footballer in the United Kingdom's Premier League. Today, as a defender at Chelsea Football Club in London, I am part of one of the Premier League's best teams. That makes me proud.

Nowadays, my daily life looks like this: I train most mornings. In the UK, there are usually two matches a week. When I have an afternoon and evening off, I often stay home, use my PlayStation, or watch TV. Sometimes I go to a restaurant with my family or friends.

If I have a few days off, I fly to visit my family in Berlin. I do this as often as I can. Of course, I don't get to see them as much as I would like in the middle of the competitive season.

But I also understand that these complaints are a true luxury. I know from my childhood, growing up in a tough neighborhood in the middle of Berlin, that life can also deal you completely different circumstances.

It isn't always easy to hide the pressure that weighs on us professionals. If you read every single review in the newspapers or every commentary on social media during a rough spell – after a few defeats, for instance – it does get to you and affect your game.

Success can be almost as dangerous. It's always important to stay grounded.

After my playing career, I can imagine working as a football consultant. Maybe I could even work together with my brother Sahr at his company. He has a lot of talent under contract. I would be excited to get involved there.

WHY I'LL RETURN

I'm a Bosnian Serb, raised in Germany and the United States. When I moved to France last year, I had a bit of culture shock. For one thing, my teammates don't pay as much attention to punctuality as Germans do. I also get the impression that people in Saint-Étienne don't define themselves as strongly through their work.

If you want to gain social standing in Germany or the US, you should stress that you work hard. In France, the focus is more on yourself, your well-being, and your preferences. That also has disadvantages: I enjoy direct feedback. It's common in Germany for your colleagues or coach to criticize you, but I've rarely experienced that in France.

Although my work is very important to me, I can live well in both worlds, probably because I adapt well and respect and enjoy cultural differences. And that has to do with my biography.

Last May, I became a naturalized German citizen. That was a special moment. I spent 24 years of my life in Germany. We fled the former Yugoslavia in 1990, when I was one, and until I was 11, we lived in the Black Forest. Later, I returned to Germany as a professional footballer.

In our first years, the government only "tolerated" us; we had to renew our residency permits every few months. That was hard. My parents wanted to build a life, but what kind of employer hires someone whose future is so uncertain? It was also psychologically difficult to settle down. Why buy a good car or a good fridge if you don't know how long you can stay?

As a child, Neven Subotić was a refugee in the Black Forest. Now a German citizen, he plays at AS Saint-Étienne. He dreams of returning to Dortmund after his pro career



Neven Subotić, 30, hopes to devote more time to development aid worldwide via his foundation later in life

Strangely enough, I had no existential angst at the time. Even as a toddler, I noticed we had little compared to other families, but I also knew that we had enough. Sometimes, I got a bit jealous of German families who traveled to

foreign countries. We weren't even allowed to leave the state.

Thirty years later, my parents still say how important it was to have contact with the Germans around us. A nearby family would invite us to dinner each month.

This respectful contact gave my parents strength.

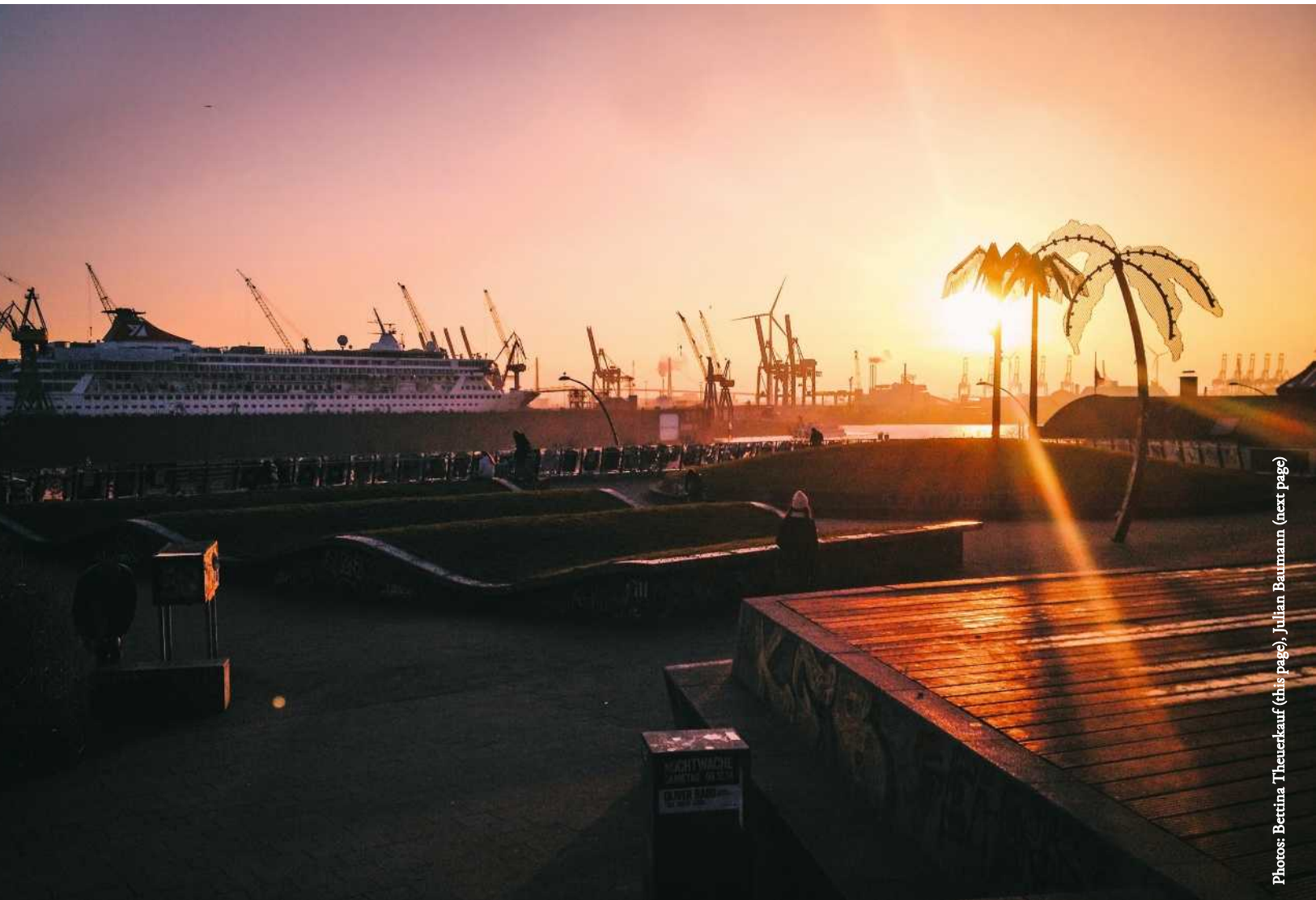
In 1999, we moved to the US to avoid deportation to Bosnia and Herzegovina. I still think of Germany as my home, but what kind of identity I have isn't so easy to answer. Probably it's cosmopolitan. My parents grew up as Bosnian Serbs and are now Americans. The US is also important to me. I spent my teenage years there. And I spend time every year in Ethiopia to provide development aid through my foundation.

Why did I become a footballer? My father was a successful player in Bosnia and Slovenia. In the Black Forest, he worked in construction but also played for our local team. I grew up with football and spent my free time playing it in the park. In the US, an assistant coach for the national soccer team discovered me by chance, and this was probably decisive for my career.

I'm happy with my career path. After 10 years in the Bundesliga with FSV Mainz, Borussia Dortmund, and 1. FC Cologne, I didn't really want to leave. My foundation is based in Dortmund, where my girlfriend and friends live. But the move to France was a professional decision.

Professional football careers are limited in time. I wanted to change to a club like AS Saint-Étienne where it was clear from the start that I'd get to play a lot. I firmly plan to return to Dortmund after my playing career ends and advance my foundation there. I have already prepared everything for this. I'm even a German citizen now. ●

When the sun sets over Hamburg's harbor, work ends and fun begins



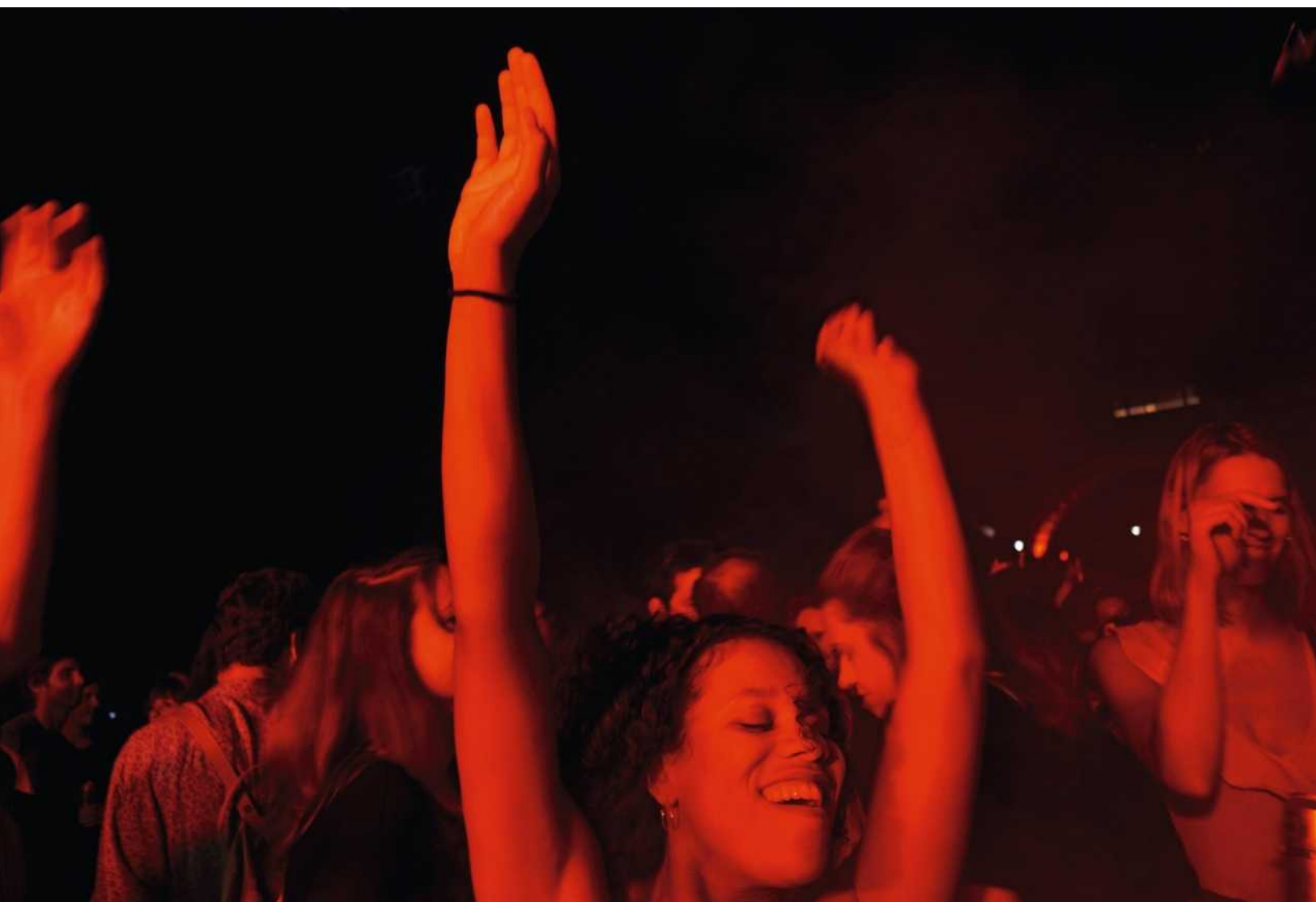
Photos: Bertina Theuerkauf (this page), Julian Baumann (next page)

THE AFTER-HO

Germans have a well-earned reputation for their strong work ethic. Yet beyond the border, one key aspect is hardly known at all. A ZEIT author explains the cult of *Feierabend*, the end of the workday

BY CASPAR SHALLER

Even smaller cities have their own nightclubs, where ravers dance all night long



URS ETHIC

Germans are known around the world for their attention to detail, their über-punctuality, and their eagerness to get the job done. So it's easy to imagine them hammering away at BMW auto bodies or Black Forest cuckoo clocks until sunset, returning home to log precisely eight hours' sleep before charging back to work the next morning.

It's harder to picture all the fun these same Germans might be having in between. Let's help you form an image by introducing the concept of *Feierabend*. Indeed, the flip side of that work ethic is all the after-work fun.

Like much German vocabulary, the word is as tricky as it is long. So just split it in two. *Feier*, a party or celebration, is added to *Abend*, or evening, to form party evening.

At 5 p.m. every weekday, the earth seems to quake. It's actually the sound of millions of pencils being dropped atop desks all over the country.

In summer, canals and lakes are full of canoers, stand-up paddlers, and rowers



Shortly thereafter, you'll likely hear the very same phrase ringing through factories, offices, and streets around the country: *Schönen Feierabend!* This traditional salute formally introduces the end of the workday and the evening's start.

It may be a cliché, but at least it's tried and true: Germans love to grab a *Feierabendbier*, a beer to celebrate the end of the workday, with friends or even on their own. And the country's most famous tradition of all revolves around beer: Oktoberfest.

More than six million people from all walks of life attend this annual celebration of Bavarian culture. Countrymen and globetrotters link arms, chug giant mugs, and slurp *Weißwurst*, a white sausage

that's a specialty of the region. In recent years, Bavarian millennials have rediscovered lederhosen and dirndls, wearing this traditional garb to go clubbing at any time of the year.

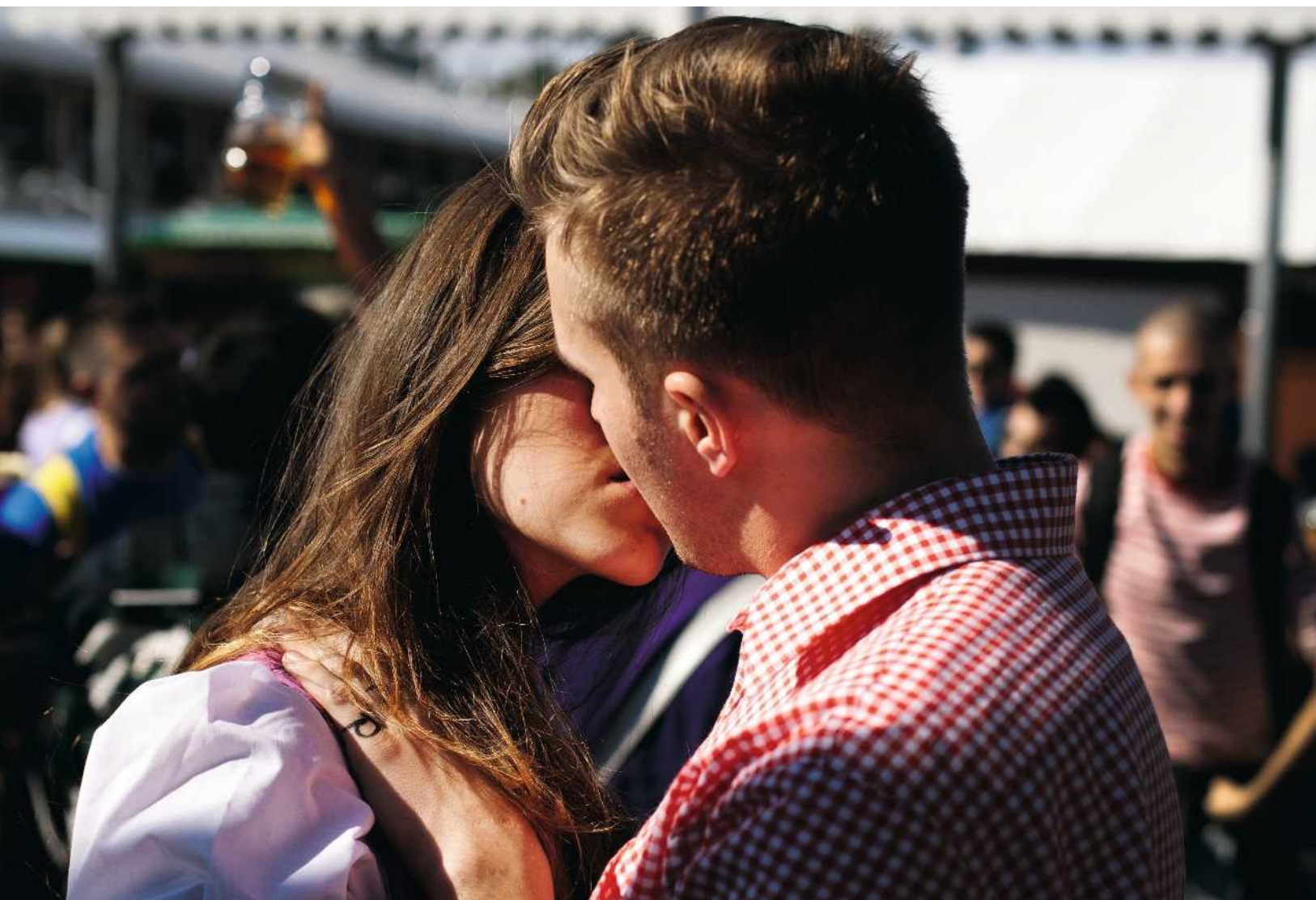
If you can't wait until autumn to sit down with a brew, don't despair. Just visit a *Biergarten* after getting off work. Literally, it's a beer garden – an open-air space attached to a bar or restaurant, where guests can drink and dine at long picnic tables.

And how Germans love eating outdoors! *Grillen*, firing up the barbecue, is a national obsession. As soon as the weather warms up, half the country is engulfed in smoke, while sausages sizzle over open flames in gardens everywhere.

Even parks are crammed full of portable grills, as people of all ages celebrate their *Feierabend* on those long summer evenings. And long they are: in Northern Europe, the sun sets as late as 11 p.m. in the summertime.

Germans are an outdoorsy folk. Some of their favorite pastimes involve fresh air. In summer, the canals that cut through the center of some cities turn into hot spots for stand up paddle boarding,

Oktoberfest is here to stay. Dirndls and lederhosen have made a comeback among millennials



canoeing, hanging out, or even surfing. For landlubbers, gardening has made a comeback, as young people rediscover their grandparents' green thumbs and love of *Schrebergärten*, where people grow their own vegetables or just enjoy their own little patch of green. These allotment gardens often come with tidy fences and garden sheds and can be found just beyond the bustle of most cities.

Gardening is just one of many crafts handy Germans enjoy. DIY woodworking is big in this country of engineers and tinkers. Some even take classes to learn how to nail things together more efficiently.

Sometimes, metropolitan-area parks and gardens are just not enough. Even urban folk head to

the mountains, rain or shine, on the weekends and, if they're close enough, on weeknights too.

In summer, hikers scale the highest peaks, while in winter, pristine powder turns the slopes of the Alps into a skier's paradise.

One of the biggest *Feierabend* pastimes, though, is one closest to home. In Germany, as in many other nations, watching television tops the list in popularity, according to several opinion polls on the subject. There's still a national

sense of gathering around the TV, *das Lagerfeuer der Nation* (the nation's campfire). Every evening at 8 p.m. sharp, Germans await the reassuring gong announcing the "*Tagesschau*," an evening news program. On air since 1952, it is the longest-running show on the public broadcaster ARD, and still its most successful; as many as 10 million viewers tune in every evening.

For more drama, tune in on Sunday night, when "*Tatort*" airs. This cultural stalwart, whose name literally means scene of the crime, has been Germany's most popular crime show since it first aired back in 1970. The series often touches on topical social or political discussions, offering in-

Outdoorsy types enjoy Northern Europe's seemingly endless summer evenings



sight into the country's collective psyche. A new generation of domestic TV is finding its way onto international screens, too. "*Deutschland 83*" follows an East German double agent through a pop-inflected 1980s, while "*Dark*," a horror story about children in a small village who disappear in a gloomy nearby wood, brought angst to Netflix. "*Babylon Berlin*" turns to big-city frights, setting the gritty 1920s Berlin underworld to the tune of electronic music.

But what truly brings the nation together around the screen is *Fußball*. It isn't just a hobby, it's a national obsession. Franz Beckenbauer, a former trainer of the national team, even carries the nickname *der*

Kaiser, the emperor. Since hosting the World Cup in 2006, when brilliant weather and celebratory atmosphere earned it the epithet *Sommermärchen*, summer fairy tale, Germans have discovered a yen for collective celebration. In fact, it's never all that far from their minds.

After all, the *Feier in Feierabend* means to party. And in that department, Germans need no assistance. Every region has its own version of public debauchery, just

as Bavaria has its Oktoberfest. That world-famous beer drinking festival actually pales in comparison to the hordes unleashed on Cologne every year during Carnival season.

Each year, at 11 minutes past 11 on November 11, Cologne turns into a maelstrom of costumes, parades, and speeches by comedians roasting politicians and celebrities. The parties last through February or March, in the days approaching the start of Lent. The very western parts of Germany along the Rhine are well known for their hearty and sometimes weird sense of humor.

If your taste is more highbrow than public drinking and weird costumes, you've come to the right

Savor those precious few hours outside of the office. *Schönen Feierabend!*



country, too. Opera and classical music are still surprisingly central to German culture.

Theater is still a popular cultural activity in Germany as well. Even some of the smallest towns host world-class theaters and philharmonics. Some larger cities have made a big splash in recent years, erecting architectural marvels to house their orchestras. One of the most spectacular displays of all is the newly constructed Elbphilharmonie in Hamburg, which is one of the largest and acoustically most advanced concert halls in the world.

A more contemporary facet of German music and party life is booming as well: the rave. In the 1980s, bands such as Kraftwerk and Einstürzende

Neubauten kick-started a long-lasting love affair with electronic music beats. Today, Berlin is a global mecca for techno music. Berghain, a nightclub in the still-edgy Friedrichshain district, is notorious well beyond the border. But other cities are not far behind. Many host at least one club of international renown. In Essen, ravers dance all night at Goethebunker, a former air raid shelter from World War II, while Galerie Kurzweil in Darmstadt

has led the revival of the Ruhr region's former glory days of techno. In summer, ravers abandon clubs and basements for open-air festivals such as the annual Fusion Festival, which transpires on a former military air base north of Berlin, or more regularly at the Tanztage, a series of open-air events in Schwerin.

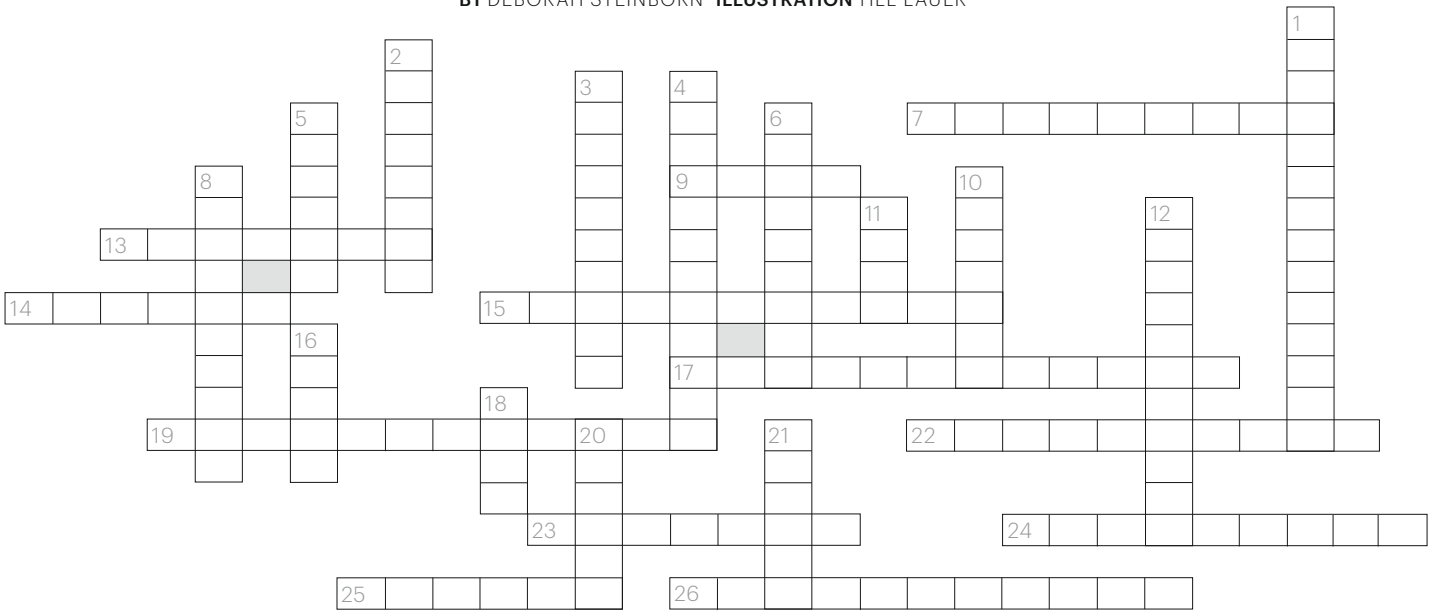
If your idea of dancing goes beyond shuffling around in the dark while mechanically moving your head to the sound of a booming base, go to Coburg. This town in northern Bavaria hosts the largest Samba festival outside of Brazil every July. Even dancing is done outdoors in Germany, if the weather permits. During *Feierabend*, those precious hours outside of work, anything goes. ●



WORK SCRABBLE

Business terms can be baffling in a foreign language.
Try your hand at this bilingual crossword puzzle
and impress all your colleagues at the water cooler

BY DEBORAH STEINBORN ILLUSTRATION TILL LAUER



ACROSS

7. SELL
9. EUROPEAN CURRENCY
13. COMPANY CAFETERIA
14. BANKRUPT
15. ATM
17. INTERRUPT
19. INSURANCE
22. END OF THE WORKDAY
23. PAYDAY
24. JOB APPLICATION
25. BALANCE SHEET
26. COMPANY

DOWN

1. OPENING HOURS
2. QUIT (A JOB)
3. A NAP IN THE OFFICE
4. AGREEMENT
5. WORK
6. LATE
8. HIRE
10. CONSULTANT
11. TECHNICAL STANDARD
12. POOLED COFFEE FUND
16. STOCK MARKET
18. MONEY
20. SALES
21. SALARY

ANSWER KEY
ACROSS 7. VERKAUFEN 9. EURO 13. KANTINE 14. PLEITE 15. GELDAUTOMAT 17. UNTERBRECHEN 19. VERSICHERUNG 22. FEIERABEND 23. ZAHLTAG 24. BEWERBUNG 25. BILANZ 26. UNTERNEHMEN DOWN 1. OFFNUNGSGEZEITEN 2. KÜNDIGEN 3. BÜROSCHLAF 4. VEREINBARUNG 5. ARBEIT 6. VERSPÄTET 8. EINSTELLEN 10. BERÄTER 11. NORM 12. KAFFEEKASSE 16. BÖRSE 18. GELD 20. UMSATZ 21. GEHALT

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