

# German American TRADE QUARTERLY

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*Marli Hoppe-Ritter and her brother Alfred T. Ritter are the third generation and present owners of Ritter Sport*

## **Ritter Sport: Tradition and Innovation**

**East Coast Industry Forum 2017**

**Automakers target Midwest  
with substantial investments**



# Chocolate makes you happy. Ask these nuts.

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**QUALITY. CHOCOLATE. SQUARED.**

In my new role as Chairman of the Board of Directors for GACC Midwest I would like to share some of my thoughts with you. As I am writing this, I am flying back from Germany where I had a chance to see first-hand the last weeks of the recently concluded election. As we can all imagine, Germany's future government is facing serious challenges. Many people, on the right and on the left, did not feel well represented and did not join forces with the majority. Increased uncertainty is felt by everyone.

Although the US economy is working full steam, we have our challenges. The economic pillars of free trade, international division of labor, and the availability of talent are impacted by current discussions about the cancellation of free trade agreements, isolationism, and uncertainty in immigration. Yet, we all know business prospers when it is built on stable, open, and fair conditions.

The GACC is committed to fully supporting our members. Lately, the GACC Midwest Board confirmed our vision of "fostering German American trade by enabling our members, partners and customers to achieve their business goals through our unique network, expert knowledge and culture of excellence." It is our goal to represent the interests of all our members across the entire region, and to address current challenges with unity. My time as Chairman of the Michigan Chapter Board has given me a unique perspective on the regional needs of our members as well as the importance of having one voice.

Our initiatives offer excellent ways



*Dr. Walter Maisel  
Chairman of GACC Midwest*

for our members to benefit from and engage with our network. Through our apprenticeship program ICATT we support companies to overcome the skills gap in partnership with colleges and businesses across the Midwest.

On the national stage, there is our GACC Awards Gala. We received many applications from truly outstanding companies within our diverse community. Congratulations to this year's winners: Mid-America Overseas, Buehler Motor, Bosch, ESTENSIS, and VisiConsult.

As Vice Chairman of the AHK USA Board of Directors I am excited to represent German-American business on the national and international stage. With such a robust network and the dedicated staff at our Chambers supporting it, I look forward to what we can accomplish together in the years to come.

*Dr. Walter Maisel  
Chairman of GACC Midwest*

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# Ritter Sport: Tradition and Innovation

**E**ach family has its own traditions. The Ritter family has been keeping a sweet secret for almost a hundred years: the recipe for making great chocolate. What started in 1912 as a small family company with Alfred Ritter and wife Clara at the helm, has been developed into a successful international business. Ritter Sport is now sold in over 100 countries and its story continues to be written by the family's third generation, Alfred T. Ritter and his sister Marli Hoppe-Ritter. Ritter Sport is not just a family business that has grown over the years into a large company. RITTER SPORT is, above all, a large company that has remained a family.

## **A German mid-sized company in the USA: Ritter Sport**

With a brand awareness of 99% RITTER SPORT is considered one of the most famous brands in Germany. The family-owned business has maintained its position in the highly competitive confectionary market, and RITTER SPORT has been exported to the US

market since 1984. RITTER SPORT chocolate is widely distributed throughout the United States in all classes of trade – from supermarkets to drug and convenience stores. Major US retailers that carry RITTER SPORT include Trader Joes, Walmart, Target, and most regional supermarkets such as ShopRite and Publix. RITTER SPORT chocolate bars are the #1 imported chocolate bar in the country. Its success can be attributed to a winning formula: a unique brand and uncompromising quality.

## **Chocolate made in Germany**

Whether in the large cities of the East Coast, the farmlands of the Midwest, or in sunny California- every, RITTER SPORT chocolate bar enjoyed in the USA comes from Waldenbuch - a small town in the southwest of Germany, in Baden-Württemberg, approximately 13 miles from Stuttgart. More than three million chocolate squares are exported daily from Waldenbuch to more than 100 countries.

Alfred Ritter GmbH & Co. KG is the manufacturer of the RITTER SPORT brand, a third generation family-owned company employing over 1,400 employees with an estimated revenue of +470 million Euro annually. RITTER SPORT is a perfect example of a successful family-owned company, the backbone of the German economy.

## **Inventive- the first generation**

Chocolate is loved by all, and it was a love story that it as the heart of RITTER SPORT. In 1912 the confectioner Alfred E. Ritter and sweets shop owner Clara Göttle fell in love, married, and established a chocolate and sweets factory. It was Clara Ritter who in 1932 invented the chocolate square which is still the shape for all the RITTER SPORT products. She noticed that the Waldenbuch soccer fans liked to pick up a RITTER chocolate bar on the way to the adjacent sports field. They would stick them in the pockets of their sports jackets, which were very popular at the time. She

noticed that the long bars tended to break in the pockets so she came up with a simple yet brilliant idea: chocolate in a square that would fit easily into a sports jacket and be thick enough so that they would not break.



*Cocoa is the most important raw material for Ritter Sport and is the centerpiece of the sustainability program*

Ritter Sport is now sold in over 100 countries and its story continues to be written by the family's third generation.



*Clara Ritter, the present owners' grandmother – developed the square chocolate bar in 1932*

The RITTER SPORT square chocolate bar was born and has become world renowned. The bar is more compact but has the same weight as a traditional longer bar, and the shape of the bar lets the chocolatiers create flavors that are unique and filled with a variety of whole nuts, ganache, and creams. Each piece is crafted to produce a one-of-a-kind taste and chocolate experience.

### **Revolutionary – the second generation**

In 1952 the family business was passed on to the second generation of the Ritter chocolate heritage – their son Alfred O. Ritter. Alfred had not only inherited the first name of his father but also his entrepreneurial instinct – he also inherited the creativity of his mother. In 1964 he decided to focus the whole product range on the square which established one of the most important milestones for the company's later

success. Alfred O. Ritter came up with the revolutionary idea that each RITTER SPORT chocolate flavor would have its own unique color. His timing was perfect with the advent of color TVs and the very colorful decade of the 1970's. Prior to this idea RITTER SPORT chocolate was wrapped in brown and gold. Today it is hard to imagine that RITTER SPORT's marzipan bars haven't always been red or fine milk chocolate hasn't always been blue. German consumers quickly grasped the concept and still look for their favorite "color" today. The next innovation was soon to arrive: the snap-open pack makes RITTER SPORT the idea chocolate for those on the go. A true fan knows that you snap open the bar to get to the chocolate! The snap-open pack is easy to use, shows the quality ingredients, and the package folds

over so that the chocolate bar can be eaten throughout the day and still be fresh. Television advertising played an important role in announcing both the flavor colors and snap-open pack – another approach that Alfred O. Ritter embraced and led to the growth of the RITTER SPORT brand.

### **Responsible – the third generation Ritter**

In 1978 grandson Alfred T. Ritter and granddaughter Marli Hoppe-Ritter joined the chocolate company's advisory board. The third generation has been actively preparing the company for the future while securing its autonomy. The company refuses to sell to larger corporations and its focus is to always remain family-owned. Alfred T. Ritter and his sister are united in their belief that only a socially responsible company can survive in the future.



*Home of the squared chocolate bar: the idyllic town Waldenbuch in the southwest of Germany*



## Cacao-Nica – from project to partner

**C**acao-Nica stands for CACAO from NICARAGUA and is the name of the first cocoa cooperative which was developed with the support of RITTER SPORT – a program that supports sustainable cocoa cultivation in Nicaragua. In 1990 Marli Hoppe-Ritter founded the Cacao-Nica with the objective to work together with more than 3,500 farmers to improve cocoa quality and crops with sustainable cultivation methods. This effort is to create farming practices that do not contribute to the erosion and deforestation of the rain forest and that increase the farmer's income and standard of living. A key component of the program is the use of the agroforestry system– an ecological sustainable alternative to the conventional cocoa cultivation. This concept combines agricultural and forestry cultivation methods. Agricultural plants like cocoa, corn and beans are planted alongside large trees like mahogany. The trees are a



*The purchasing and drying facility of Ritter Sport supports more than 3,500 farmers of the Cacao-Nica Program*

source of shade and wind protection for the crops. The wood can also be used by later generations. In areas with tropical rainforests the agroforestry system makes ecological sense: it fosters biodiversity for animals, plants, and insects, ensures that crops can receive more water, and protects against ground erosion. Together with local partners RITTER SPORT supports

the farmers in implementing the agroforestry systems and educating them on how to manage the process. This approach has proven to be very successful and more importantly it develops a system that can be used in the future to ensure that farmers have a reliable source of income. In 2016 Nicaragua was identified as a fine cocoa country– an award that recognizes the excellent quality of Nicaraguan cocoa. Farmers have seen the quality and quantity of their crops increase since the program was started. In the 25 years since the foundation of Cacao-Nica – RITTER SPORT has purchased over 1,000 tons of cocoa from their Nicaraguan partners and hope to be able to utilize more Nicaraguan chocolate as yields continue to rise. Quality and crop size by themselves are not enough to improve the farmers' living conditions. It is vital that farmers receive fair prices for cocoa. RITTER SPORT has developed a price model which combines global market price and guaranteed purchase volumes. This ensures that farmers receive a fair price and can be confident that they can improve their quality of living in the future.

### **El Cacao–a Plantation with model character**

In 2012, the 100th year anniversary of RITTER SPORT, the company bought 6,178 acres / 2,500 hectares of land in Nicaragua that had been formerly used as grazing area, to build their own cocoa plantation called El Cacao. RITTER SPORT is not only a chocolate manufacturer but since 2012 is also cultivating cocoa for future use. This was a logical next step for the company after the dedication and efforts to the Cacao-Nica project in Nicaragua. El Cacao is in many ways a special cocoa plantation.

Of the 2,500 hectares on the plantation, only half is used for cocoa cultivation – the other half is made up of forest and wetlands to protect the diversity of species and is based on the same agroforestry system as in the Cacao-Nica program. As an employer – RITTER SPORT offers

secure jobs and good salaries to the over 300 Nicaraguan employees at El Cacao. Employment includes medical care and training for employees. The plan is for the El Cacao plantation to supply 30% of Ritter Sports' cocoa needs in the future, a goal that is expected to be reached by 2025. The first crop will be harvested by the end of 2017. This cocoa won't yet be ready for the manufacturing of chocolate but will be tested and the first crop will provide important indications about the future quality of the self-cultivated cocoa



*Cocoa is an extremely demanding plant. It only thrives under balanced climatic conditions.*

In a market that has been characterized by only a few large international corporations, Alfred Ritter GmbH & Co. KG is influencing how companies can source the cocoa needed for chocolate production. RITTER SPORT is shaping the ecological and social conditions in Nicaragua by taking ownership of the process and as a result are sharing their experience with other cocoa farmers so that they can also make their cultivation methods more sustainable and efficient. This hands-on approach creates an environment where cocoa harvesting can lead to improved lives for farmers and their families. ■

Long before the word “sustainability” became popular in packaged goods this concept has been a traditional part of RITTER SPORT’s corporate philosophy. The RITTER SPORT factory utilizes its own power station which provides 70% of the energy needed for production and business in Waldenbuch. Since 2002, the company has operated exclusively with green energy. The factory has been certified according to the ZNU standard, a German standard for sustainability. In an effort to create a more eco-friendly product, RITTER SPORT uses only recyclable film in all wrappers. The switch to environmentally friendly packaged chocolate has reduced the amount of material used, and all the packing can be recycled in order to minimize waste. Employees at the factory are constantly reminded to be socially responsible – even the cafeteria sources only sustainable food products and locally sourced meats, vegetables and fruits. From the factory, to the cocoa, to the wrapper, RITTER SPORT has been a leader in ensuring that the company is at the forefront of innovation and social responsibility.

### On the way to 100% sustainable cocoa

Under the leadership of the Ritter family a complex sustainability program has been established that includes all the divisions of the company. In the forefront of this commitment to sustainability for the Alfred Ritter GmbH & Co. KG is the main ingredient of all chocolate – cocoa. The company’s goal is to transition to 100% sustainable cocoa by 2025 – but that goal will be reached much earlier than predicted: RITTER SPORT is now expected to use only certified cocoa from sustainable cultivation by 2020 for all chocolate production.

The changeover to 100% sustainable cocoa through the purchase of certified raw materials is just RITTER SPORT’s first step in achieving the greatest possible transparency in all ingredients used.

Cocoa is the most important ingredient in chocolate, and it only grows in the perfect climate around the equator – mostly in developing countries. However, due to political instability in many of the countries that produce cocoa beans many cocoa farmers have a very difficult life. There are many social and ecological issues around cocoa that chocolate companies must address to ensure that cocoa is a viable crop in the future and that farmers’ lives will improve. RITTER SPORT is actively taking steps to ensure that cocoa purchasing and sourcing are becoming more direct and transparent. In addition, the company relies on three pillars: purchase of UTZ- and Fairtrade-certified cocoa, direct purchase i.e. through the own Cacao-Nica program and the self-cultivation of cocoa on the plantation ‘El Cacao’.

### Quality. Chocolate. Squared: three words – one promise

RITTER SPORT only uses the finest quality ingredients. This not only applies to the cocoa, it also includes using handpicked hazelnuts from Turkey, authentic Jamaican rum, sundried raisins and almonds from California and milk from the German Alps. Recently pure vanilla was added to the ingredient list. A team of experts is constantly working on finding even better ingredients, optimizing transport and storage facilities of the raw materials and developing new and exciting recipes.



*The Ritter Sport Butter Biscuit bar contains a perfectly square butter biscuit.*



*Two of the most famous varieties in the USA: Marzipan and Whole Hazelnuts – just like in Germany!*

The thickness of the chocolate bar lets the chocolatiers create layers of taste and has led to the creation of products such as the Milk Chocolate with Butter Biscuit bar.

“The development of a new chocolate bar is like a composition of a good perfume – You have an idea in mind how the new variety should taste and then you experiment on the right mix of ingredients for the



The right variety  
for every taste!



filling and chocolate blend until the result is perfect,” says Robert J. Franke, director of market development for Ritter Sport USA. “The development of a new variety can take up to one year. That is not a surprise, as there are about 400 different ingredients that can be used to create a new chocolate bar.”

The company sends experts to visit raw material suppliers all over the world to perform audits and ensure the strict quality standards are maintained throughout the year. At RITTER SPORT, high food safety standards and guaranteed traceability of raw materials are certified by the “International Food Standard” (IFS), an independent auditor utilized by the company. In cocoa – the most important raw material – Alfred Ritter GmbH & Co. KG uses thirteen different cocoa masses. The bulk of the beans come from West Africa (from the Ivory Coast, but also from Togo, Nigeria and Ghana). In addition, cocoa is sourced from Nicaragua, the Dominican Republic, Peru, Papua New Guinea, Ecuador and Madagascar. Finely adjusted mixtures of these hand-selected cocoa varieties create the chocolate masses which are then matched to the perfect fillings. The result is that each bar offers a unique taste experience.

The chocolate experts from Waldenbuch apply equally stringent standards to all other raw materials sourced from suppliers from around the world as they do for cocoa. The whole hazelnuts, for example, that come from Turkey, must correspond to the RITTER SPORT ideal size of 11 to 13 millimeters diameter in order to qualify for use in the whole hazelnuts variety. At this size the nuts are

fully ripened and are characterized by an intense nutty flavor. The hazelnuts are then stored in their shells to maintain freshness and only cracked open shortly before the roasting process begins. The demanding requirements and costly storage is worth it because a bar of RITTER SPORT Whole Hazelnuts contains 25% whole hazelnuts.

The production of the world famous Marzipan bar is another example of how the company ensures the redefined taste and typical mouth-feel of fine marzipan, it is not poured into the chocolate as liquid. Instead, the marzipan is formed and then carefully laid into the already cast chocolate shell.

### RITTER SPORT in the United States

Tastes differ and this also applies to chocolate. One person may like chocolate nutty, the other crunchy, some may say smooth. With about 26 different creations RITTER SPORT offers the US the right flavor for everyone. RITTER SPORT's Nut Selection is in a class of its own and offers US consumers six items at 100g/3.5oz. In addition, a complete line of the traditional “Colorful” varieties are available along with mini assortments.

The popularity of RITTER SPORT can, in part, be attributed to American military servicemen and women who originally tried RITTER SPORT when stationed in Germany or elsewhere in Europe. On their return home to the United States they searched for the brand that they fell in love with overseas. One of the largest retailers of the brand is still the military and its many commissaries throughout the country and worldwide.



Twenty-six years ago RITTER SPORT partnered with Euro-American Brands, LLC to distribute the RITTER SPORT brand in the US. Based in Paramus, New Jersey, Euro-American is the exclusive importer of the company and has had a great deal of success bringing the famous bars to the American consumer. RITTER SPORT currently is the #6 ranked chocolate bar in the premium chocolate bar category. It is the #1 imported chocolate bar in the United States, and each bar sold still comes from the factory in Waldenbuch. Specialty food stores throughout the US carry Ritter Sport. Key accounts include Walmart, Target, Trader Joes, and regional supermarket chains such as Publix, HEB, Shoprite, Wegmans, and Stop & Shop.

The American consumer is typically female, with a higher income, higher education, and younger than most of the traditional premium chocolate bar consumers in the category. The RITTER SPORT consumers are “new experience” seekers and are open to new tastes and snacking occasions. In addition, they are very loyal to the brand. Once consumers try RITTER SPORT chocolate they remain loyal to the brand and have one of the highest repeat purchase rates in the category. Once again, the quality is the key reason people keep coming back to the brand. 70% of RITTER SPORT consumers purchase a bar at least once a week – 39% purchase a bar several times a week!

Robert Franke believes that there is one key reason for customer loyalty and that is “quality”. According to Mr. Franke, “the American

consumer can be enticed into trying a product once but unless it lives up to expectations they will not pick it up again. It’s important, especially in chocolate, that consumers have that “wow” experience so that they will come back to the brand over and over again, and tell their friends about the product.”

“Ritter Sport’s focus on quality ingredients and unique flavor profiles can’t be compromised. When the prices of ingredients increased significantly in the past few years Ritter Sport responded by adding whole nuts to its chocolate bars and increasing quality standards, says Mr. Franke. “Some competitors reduced the size of the chocolate bars to maintain retail prices which is something Ritter Sport, and the Ritter family, would never approve of because of the bond we have with our consumers.”

RITTER SPORT expects continued success in the United States as international sales of the Ritter brand have increased dramatically in the past years. Sweet success! ■



*Functional: the snap open pack for the chocolate on the go!*

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# A Happy 2018!

**T**he US is currently enjoying one of the longest expansions on record. And in 2018, this recovery will not only continue but should even show some additional momentum, as real GDP growth is likely to accelerate to 2.6%, from 2.2% in 2017. That forecast assumes that the administration will eventually be able to agree on a tax cut package by the end of this year or early next year that will temporarily lift growth during the summer.

The bill should add USD 1.5tn to the deficit over the next decade with the bulk of tax cuts being on the corporate side. While not unequivocally accepted, there is a large and growing literature suggesting that corporate tax cuts mostly benefit higher-income earners who are the owners of businesses, while the impact on economic growth is modest. And the fact that stimulus is to occur at a time when the economy is essentially at full employment further reduces the estimated multiplier. So overall, I expect the growth effect of the tax reform to be quite limited and short term.

In the absence of fiscal stimulus, economic activity would most likely

begin to slow already at the beginning of next year, as the combined boost from positive wealth effects, the rebound in energy-related capex and the buoyant global economy gradually fades. Consumer spending remains the major growth engine, supported by a healthy labor market. The pace of consumption growth, however, will slow due to a combination of weaker employment gains (as the economy has essentially reached full employment), higher inflation and a more stable savings rate. The latter has halved since mid-2015, falling from 6% to 3% in reaction to asset-price gains and higher gas prices, thus providing a significant boost to consumer spending over the past several months. Business fixed investment should maintain its healthy momentum for the time being, as the energy-related rebound of the past couple of quarters is gradually replaced by a temporary boost from the tax cuts. Government spending will be largely flat, as the tax cuts are in part offset by expenditure cuts for discretionary outlays. Finally, net exports will once again become a drag on growth, as the global economy loses some momentum and import gains move back up to a pace that is more in line with



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domestic demand.

With the expansion being as mature as it is, one has to begin asking the question about the timing of the next downturn. And our own recession model does indeed assign a 70% probability to a downturn starting within the next two years, and a whopping 93% probability that it will begin within the next three years. Other measures that historically have turned well before an economic downturn are beginning to show first signs of deterioration as well. These include rising delinquency rates for consumer loans and weaker demand for C&I and commercial real estate loans, and, of course, the flat yield curve. All told, I anticipate GDP growth to fall below its longer-run potential rate in the course of 2019 as the economy will enter the next downturn in 2020.

Strong growth in 2018 could therefore be the last hurrah of the current expansion. Enjoy it! ■



# Disrupt Traditional – Navigating Traditional business in the digital age

By Jasmin Welter, GACC

**A**s per our German American Business Outlook 2018, digitalization and investment in digital infrastructure are key elements for the future of German-American business. Based on the relevance of the digital transformation for our network, GACC Midwest dedicated their 2017 Industry Forum to the topic of digitalization.

“Is loyalty dead?” was one of the central questions Howard Tullman, CEO of 1871, asked in his keynote speech. Tullman took the audience on a tour de force of the digital age and the implications of ever-increasing speed, customization and convenience when it comes to business transactions.



The future of business in this technology-driven era lies in creating experiences, starting from impeccable customer service to the entire customer experience. In turn, this means businesses need to grow fast, be adaptable, and develop fresh ideas, products, and technologies that keep customers excited and engaged.

Tullman underlined that in an environment marked by a constant fight for customers' attention, advanced processes such as anticipatory shipping, on-demand availability, and the creation of platforms are among the most important trends. Those are facilitated through data collection and analysis, which leads Tullman to define data as “the oil for the digital age”.

As talent is one of the key criteria in winning in the age of technology, Tullman highlighted the dramatically low headcount in digital versus traditional companies, as well as the importance of creative versus mechanical jobs. He supports the idea of high-end vocational training to solve the challenges in the future of businesses, which was received well with an audience highly invested in apprenticeship systems.

Following the keynote, event partner CEBIT gave a brief introduction about Europe's Business Festival for Innovation and Digitization taking place from the 11 to 15 June 2018 in Hannover, Germany.



Panel discussions at GACC Digitalization Forum





Howard Tullman, CEO of 1871, delivers the keynote speech

The first panel of the day provided insight in how to optimize business processes through digitalization. Experts from Boyden, IBM, the Illinois Department of Commerce and Economic Opportunity, MPDV USA and TLGG explored opportunities digitalization offers for SMEs. While Liang Downey from IBM defined the benefits of data as “speaking the truth”, Jennifer O’Rourke pointed out that only roughly 5% of data generated is used. Katrin Zimmermann added that data allows building more direct consumer relationships through offering deep insight into customer behavior and preferences. “Data can enrich products and decisions,” said Zimmermann.

As per Lindsay Landsberg, leveraging people as the “engine of digitalization” can maximize its

benefits. Courtney Heim from MPDV agreed that it is key to get IT and OP on the same page when implementing digitalization solutions. Landsberg also elaborated on the role of social media, which plays an increasingly important role for business both on the marketing and HR side. Finally, moderator Joe Renz pointed out that businesses need to be mindful of the fact that current advancements often outpace legal developments, and exercised caution when it comes to data security and privacy regulations.

Following the first panel, one of 1871’s startups, Steersman, pitched their business suite, an essential tool for companies looking to expand their digital capabilities, to the audience.

Businesses need to grow fast, be adaptable, and develop fresh ideas, products, and technologies that keep customers excited and engaged.

As a non-digital highlight for our attendees, Paulaner and Hacker Pschorr offered a beer sampling during the networking break. The break gave our attendees the opportunity to interact with the panelists and discuss all things digital with their peers.

The second panel saw executives from BMW Technology, BuiltLab, Campana & Schott, CleverCiti and Siemens discuss how to put big data to good use. Similarly to the keynote, Rjiv Sivaraman from Siemens Industry highlighted that open platforms enable an ecosystem of collaboration, allowing for the development of faster solutions.

By collecting data, companies like BMW Technology and CleverCiti learn more about their users and are able to pre-empt user behavior to optimize their services.

While big data opens up numerous opportunities for companies to enhance their business, one of the main concerns in the data game is privacy. “High standards of data protection are essential to keep trust with the consumer,” said Simon Hunt from BMW Technology. ■



GACC Midwest senior executives with Howard Tullman and Larry Turner



Panel discussions at GACC Digitalization Forum

# Why an International, Bilingual School may Be the Best Choice

By Shelley Borrer Jackson



**E**ach year, millions of families relocate to cities throughout the world. The lucky ones are part of an ex-pat community that land in a school which recognizes their newness and does all it can to ease the challenge of being new.

Often that comfort is found in an international bilingual school, where children and families come from a vast range of countries, there is a dedication to global awareness, and where speaking different languages is celebrated and encouraged. When choosing an international school, find one whose mission is deeply rooted in nurturing a multi-cultural community. It's not just about publicizing nationality or ethnic statistics of the student body or of the languages that are taught. Truly global schools can readily demonstrate that their faculty is international, that a multiplicity of culture is immediately evident in the fabric of the school. Parents should see art, music and literature which reflect many voices. Families should see an international community mirrored at every possibly level, from the moment they walk through the door.



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On a practical level, there are things to look for in an international school: the school should be small enough to know that you and your child are new to the city. Also, the admissions policies should be flexible enough to honor differences with your previous school. An early childhood year in Germany may not be the same as Pre-K in the US, and the admissions office should be eager to hear about a child's experience and determine how that translates in the new school.

Language is never easier to learn than in early childhood, but the benefits transcend the ease of acquisition. At the International Academy of New York, for example, we begin our immersion program at age three, knowing that children who understand more than one language can demonstrate focus for up to 20% longer than their monolingual classmates. They can more readily discern the meaning of a new word in any language. Learning a second or third language actually expands the brain's "gray matter" in its parietal region (responsible for perception of sensation and integrating



sensory input, primarily with the visual system). And when standardized tests enter a child's life, bi-lingual students score significantly higher on both the language and math sections.

Living in New York City, a simple errand around the corner reminds us of the need for cultural competence. We hear a plethora of languages. We can choose a range of food to eat on almost any street corner within any city block. The clothing and hairstyles of passersby often inspire questions from children trying to understand their world. As educators in international schools, such differences guide our decisions about curriculum, art displays, field trips, library books, and websites. Acknowledging differences and celebrating them become routine in international schools. And for an expat who is already jumping into a new culture, being in a school environment that embraces all cultures and languages can be a significant source of comfort. ■

Families should see an international community mirrored at every possibly level, from the moment they walk through the door.

# German Subsidiaries in the US Honored at GACC Awards Gala

By Jasmin Welter, GACC

**A**t a time of continually increasing trade and investment between Germany and the US, the German American Chambers of Commerce proudly hosted the 3rd Annual GACC Awards Gala. GACC Midwest President & CEO Mark Tomkins led over 200 guests through the evening together with Vice Chairmen Peter Riehle (Wittenstein) and Uwe Schoberth (QBE), and

German American Events LLC Chairman W. David Braun. During a festive ceremony, the GACCs honored German subsidiaries in the US who have excelled in the categories of services, innovation, and, new for 2017, digitalization with the GACC Awards, the highest accolade in German-American business.

When we talk about excellence and innovation, who better to quote than Steve Jobs - one of the leading pioneers of our time: "Innovation distinguishes between a leader and a follower." Jobs underlined what the winning companies of our 2017 GACC Awards stand for: They are leaders in their fields and industries, who inspire others and develop cutting edge technologies.

"The GACCs are proud to honor companies that are leading the way in different fields with this prestigious award. German business and innovation adds great value to the US economy, and we see our community generate jobs and growth on both sides of the Atlantic," says Mark Tomkins, President & CEO of GACC Midwest. As part of their mission, the GACCs are constantly striving to foster innovation and new business relationships through their progressive programs. The evening program also focused on some of the main initiatives of the GACCs, including skilled workforce development as well as the expansion of the Chicago Christkindlmarket. The German-American business commu-

nity was joined by partners from several affiliated institutions, such as the German Consulate and the Goethe-Institut.

In addition to honoring business, the GACC Awards Gala provided the attending executives with great networking opportunities in a festive environment. The evening event saw GACC members and guests from across the country enjoy an exquisite multi-course dinner, a special musical performance by The Cover Girls as well as lively dancing with longtime crowd favorite, the Mix. Congratulations to the 2017 winners, and thank you to all sponsors who supported the Chamber network in making this event such a great success.

Congratulations again to the following companies:

## **GACC Award for Excellence in Services**

Mid-America Overseas, Inc. took the win in the Excellence in Services category for adding substantial value for their customers through the highest quality service in international transportation and logistics since 1976. The privately-owned, family business is constantly exploring new supply chain solutions to optimize the client experience, while focusing on longevity when it comes to relationships with their customers and their own workforce.

>> [www.maoinc.com](http://www.maoinc.com)



*Mid-America Overseas, Inc. takes the win in the Excellence in Services category*



*GACC South honors Buehler Motor for their groundbreaking electric water pump.*





### **GACC Award for Excellence in Innovation**

GACC South will honor Buehler Motor for their groundbreaking electric water pump that enables the automotive industry trend towards hybrid and electric vehicles, offering more power while consuming less energy than competitors. Paired with diagnostic feedback electronics, their pump has been awarded with countless prizes due to its innovative design that also meets the temperature and durability requirements of the automotive sector.

>> [www.buehlermotor.com](http://www.buehlermotor.com)

GACC Midwest recognizes Bosch Software Innovations for their Chicago Connectivity space. Together with 1871, faculty from local universities and executives from Chicago-land corporations, the Connectivity is much more than a co-working space. It offers a co-creation model that fosters collaboration, networking, problem solving, and a new way of doing work in the age of connectivity.

>> [www.bosch-si.com](http://www.bosch-si.com)

ESTENSIS will be recognized as the most innovative company from the New York region. ESTENSIS, established in the world-wide conference business for more than 20 years, is awarded for their intuitive scientific E-Poster system "Das Terminal". Used in scientific conferences around the globe, their digital slide management system has transformed data presentation and presentation management for exhibitors and attendees alike.

>> [www.estensis.com](http://www.estensis.com)

### **GACC Award for Excellence in Digitalization**

VisiConsult is the 2017 Winner of Excellence in Digitalization Award. The family-owned business is a global leader in digital X-Ray inspection systems. As a supplier of high-end and customized inspection solutions, the VisiConsult development team focuses on automation, digitalization and innovations. By leveraging vast amounts of data via the cloud, their technology allows to transform the quality insurance process into a value providing process. VisiConsult is continuously invested in bringing forward innovations in digitalization, including through artificial intelligence, industrial robotics and machine learning.

>> [www.visiconsult.com](http://www.visiconsult.com) ■

"German business and innovation adds great value to the US economy, and we see our community generate jobs and growth on both sides of the Atlantic,"

**Mark Tomkins,  
President & CEO  
of GACC Midwest.**



*GACC Midwest recognizes Bosch Software Innovations for their Chicago Connectivity space.*



*ESTENSIS is recognized as the most innovative company from the New York region.*



*VisiConsult is the 2017 Winner of Excellence in Digitalization Award.*



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# East Coast Industry Forum 2017 and Annual Gala Reception a Success in Philadelphia

By Lydia Sarson, GACC Philadelphia

On November 16th 2017, the German American Chamber, Philadelphia partnered with the German American Chamber, New York to present the 3rd annual East Coast Industry Forum (ECIF), as well as the 18th Annual Gala Reception. The ECIF conference targets German and American businesses located throughout the Northeast. The afternoon-long conference brought together influential leaders of the transatlantic economy for engaging discussions on what is affecting their industries and yours.



David Gill, Consul General for the German Mission in the United States (New York), delivers opening remarks at the East Coast Industry Forum.

The first presentation was a fireside chat covering Nanotechnology presented by Dr. Mark Allen of the Singh Center for Nanotechnology. Dr. Allen serves as the Scientific Director of the Singh Center and helps combine the insight from the world's of electrical engineering, mechanical engineering, chemistry and material science. Dr. Allen has published approximately 120

journal articles and has approximately 40 patents.

Following the presentations a panel discussion on an *Insider Impression in Technology Transfer* took place. This panel was represented by Mark Trabbold, Director of Business Development, Ben Franklin Technology Partners; Michael Poisel, Director, PCI Ventures; and Michael Blaustein, Business Advisor & Partner, MAB Innovation Group LLC. David Gates President and Managing Director at Gates and Company moderated the panel. Transfer of Technology (TOT) is a growing and extremely complex process involving research facilities, technology brokers and private businesses. The panel discussion looked at how the commercialization of technology R&D evolves into profitable business investments for VCs and established companies, alike. This high-stake channel may arguably be considered as the most dynamic commodity in the nanotech world.

A second panel discussion focused on Logistics and Transportation in general, including “smart distribution.” Speakers included Tamur Goudarzi-Pour, Executive VP of Corporate Public Policy of DP DHL and Jim Tyrrell, Chief Risk Officer (CRO) of the Philadelphia International Airport. This panel was moderated by Don Cunningham, President

and Chief Executive Officer (CEO) of Lehigh Valley Economic Development Corporation (LVEDC). Aligning the right product with the perfect timing, place and conditions is what combined logistics and transportation are all about. Our forum addressed the shift from traditional supply chains to open supply networks and drew attention to how your business must evolve with the advancing complexity of logistics networks - or face your “last mile”.



GACC Philadelphia hosted this year's East Coast Industry Forum.

The evening concluded with GACC Philadelphia's 18th Annual Gala Reception, at the University of Pennsylvania's Museum of Archaeology and Anthropology. The Gala Reception was the social highlight of the year for the German-American business community in the Greater Philadelphia region. This year's gala included a special tribute to SAP America, Inc, honoring their *Innovation Shaping Change* initiative. ■



# Automakers target Midwest with substantial investments

Still the most important production region in the US, Michigan drives development of autonomous cars

Article by Christian Janetzke, Germany Trade and Invest · Translation from German by Sandy Jones, GACC

In 2016, the Midwest held on to its leading position as production location for light vehicles (passenger cars and light trucks) in the US. Ford, Fiat Chrysler and General Motors (GM) recently announced billions of investments into their respective plants in Michigan and Ohio. The Midwest is the center for research and development (R&D) in the US automotive industry. In Michigan local efforts are driving R&D in the field of autonomous cars.

**T**he Midwest is home to approximately 64% of light vehicle production in the US. The four leading states, Michigan, Indiana, Kentucky and Ohio, are all located in the region. These same four states are also responsible for the largest number of automotive production jobs, according to the Bureau of Labor Statistics.

The “Detroit Three” (GM, Ford and Fiat Chrysler) dominate the segment for light trucks in the country. They continue to centralize most of their US production in the Midwest. As US consumers have increasingly turned to light trucks (including SUVs) over passenger cars since the 2008/09 recession, increased sales have benefited the region. The market researcher WardsAuto forecasts continued market share growth for the segment, driven especially by the relatively moderate price of gasoline.

## Plant expansions and investments moving forward

Recently, OEMs have announced various investments in existing plants in the Midwest. At the beginning of 2017, Ford announced a USD700 million investment into its Flat Rock, Michigan plant. The funds will be used to comprehensively modernize production and prepare for a medium-term move to autonomous electric vehicle production. The company will additionally invest another USD1.2 billion into three other plants in the state.

In January, Fiat Chrysler announced USD1 billion toward the modernization of two plants, one in Toledo, Ohio and the other in Warren, Michigan by 2020. This followed the summer 2016 announcement of a USD1.5 billion retrofit of its Sterling Heights, Michigan plant for the production of the next generation of “RAM 1500” pickups.

GM is also planning investments in the region. They will soon be opening a light truck axle production line at a Michigan plant, and a USD670 million investment is slated for a transmission plant in Toledo.

## Light vehicle production in the Midwest\*

State	2016	Changes 2015/16
Illinois	676.6	-14.1
Indiana	1,364.3	8.3
Kansas	198.8	3.1
Kentucky	1,311.0	0.3
Michigan	2,390.5	-2.5
Missouri	724.4	12.5
Ohio	1,154.6	1.5
Total Midwest	7,819.4	0.5
Total US	12,244.6	2.6
Share of the states in the Midwest	63.9	-2.0

\*(in 1,000 units, changes and share in %)  
Source: Automotive News

Michigan, Indiana, Kentucky and Ohio are responsible for the largest number of automotive production jobs.

### Production locations vie for investment

Over the past several years, the Midwest has faced enormous competition from the Southeast. Attractive development incentives from several states have resulted in investments from various German and Asian OEMs, especially since the 2008/09 recession. These newcomers often employ a non-union workforce.

Automakers have also invested heavily into new production locations in Mexico with additional new plants announced over the past few years. Low labor costs are one of the major selling points for the country.

Michigan and Ohio compete the most successfully with the southern US states and Mexico for automotive jobs, largely due to their dense existing network of innovative suppliers. Those include a number of German suppliers as well, including Schaeffler Group, ZF Friedrichshafen, Bosch, ThyssenKrupp Bilstein, Continental and Mahle Group. Michigan also boasts a large pool of skilled labor, according to Stephanie Brinley, analyst with the market researcher IHS Automotive.

### Clusters for research and development (R&D)

An important component in Michigan's offering to the automotive manufacturers is the state's rich R&D landscape. The "University Research Corridor" around the University of

Michigan, Michigan State University and Wayne State University is a hub for R&D investments. Many leading automakers are also represented in Michigan with their worldwide or North American R&D headquarters.

Detroit in particular is gaining momentum as a development location for innovative, light-weight materials. Two central innovation centers to drive light construction have opened in the city since 2015. These are "The Institute for Advanced Composites Manufacturing Innovation (IACMI) as well as "Lightweight Innovations For Tomorrow" (LIFT).

Stephanie Brinley predicts that the combination of a rich talent pool, innovative suppliers, and strong research landscape will continue to support the region's competitiveness as a production location.

### Focus building a foundation for autonomous vehicle development

Silicon Valley is becoming increasingly successful as an R&D location of the automotive industry, particularly in light of the development of autonomous and networked vehicles. According to Brinley, the Michigan state government is pursuing various initiatives to secure an advantage as an innovation location for this emerging segment.

For example, Michigan is speeding up legislation when it comes to testing



Photo: Studio Pokopy

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### In memoriam

The GACC was extremely saddened to learn of the untimely passing of Christian Janetzke. For many years, Christian has been a terrific colleague and friend, as well as a dedicated and prolific contributor to the GAT's Industry Talk section. We could always count on him to provide timely and valuable content focusing on the latest developments affecting a variety of industries.

Our deepest condolences to Christian's family and friends. We at the GACC will miss him as well.

autonomous cars, resulting in several regulations passed last December. Now, automakers can test autonomous cars without steering wheel or pedal controls on public roads. This development places Michigan ahead of the already liberal California legislation, which requires test cars to allow a human to take control of the car in an emergency.

Through its universities, Michigan is also providing attractive testing infrastructure. The University of

Michigan's "Mcity" was opened in the summer of 2015. The public-private partnership gives automakers and researchers access to a 32-acre urban mock-up, which utilizes augmented reality to allow robust simulations

The university is a partner for another large-scale project in development called the "American Center for Mobility" near Ann Arbor, Michigan. The planned facility will open 355 acres to autonomous and connected vehicle development, including highway speed testing.

At the beginning of 2017, various organizations, including government agencies and universities from Michigan, Ohio and Pennsylvania formed the collaborative "Smart Belt Coalition". The initiative seeks to

support the large-scale testing and deployment of connected and automated vehicles.

### Intensive exchange with Silicon Valley companies

According to Brinley, IHS Automotive is observing movement toward closer cooperation between Silicon Valley tech and startup companies and OEMs and suppliers in the Midwest.

Automakers are investing in an increasing R&D presence in Silicon Valley. Ford for example opened an autonomous vehicle development center in Palo Alto in 2015.

Such investment is not a one-way street though. In 2016, Google established an automotive research center in Novi, Michigan, near Detroit. Their first step in the new

location will be to retrofit Fiat Chrysler minivans with autonomous technology. The Novi facility will act as Googles hub for cooperation with various automotive industry players. Also the California ridesharing service provider Uber, heavily involved in the development of autonomous vehicles, opened a development center in Michigan in the spring of 2017.

With its public-private mobility initiative "Plant M" established in 2016, Michigan is bringing together the know-how of tech companies from the Silicon Valley with the manufacturing competence of OEMs in the state. The "Detroit Three" are very active in acquiring competencies for the development of autonomous vehicles as well as ridesharing services from California startups. For example, in the spring of 2016, GM purchased the California startup Cruise Automation for some USD1 billion. The acquisition autonomous vehicle startup gives the automaker access to technology that could be integrated into their vehicle fleet.

### Uncertainty around trade policy

The automotive industry in the Midwest is waiting for definitive statements from the Trump Administration or for laws regarding a future trade and tax policy. Import tariffs currently under discussion – for example on vehicles from Mexico – would significantly influence investment decisions of North American automakers and suppliers. Many, including Ford, GM and Fiat Chrysler, transport various parts back and forth across the US-Mexico border several times throughout the production and assembly process. Potential protectionist policies could put well-coordinated and heavily integrated supply chains at risk. ■

### Production of light vehicles at the most important locations in the Midwest\*

State	Company	Location	2016	Changes 2015/16
Illinois	Chrysler	Belvidere	291.1	-21.0
Illinois	Ford	Chicago	385.5	4.5
Indiana	GM	Fort Wayne	361.1	2.9
Indiana	Honda	Greensburg	251.3	15.2
Indiana	Subaru	Lafayette	332.8	7.8
Indiana	Toyota	Princeton	401.8	7.0
Kentucky	Ford	Louisville	771.7	-4.5
Kentucky	Toyota	Georgetown	500.7	9.4
Michigan	Chrysler	Detroit, Sterling Heights, Warren	411.7	-21.7
Michigan	Ford	Dearborn, Detroit, Wayne	571.4	-11.1
Michigan	GM	Flint, Hamtramck, Lansing, Orion Twp.	892.9	29.6
Missouri	Ford	Kansas City	475.1	11.8
Missouri	GM	Wentzville	267.3	12.9
Ohio	Chrysler	Toledo	489.9	-13.3
Ohio	GM	Lordstown	354.9	29.9
Ohio	Honda	East Liberty, Marysville	235.3	-2.5

\*(in 1,000 units, changes in %)

Source: Automotive News



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WASHINGTON  
★ UPDATE ★

NEWS FROM INSIDE THE BELTWAY

# From Germany via Washington to Latin America

IDB Invest offers financing for investments in Latin America & the Caribbean

*Interview by Dr. Christoph Schemionek*



*IDB Invest has financed the expansion of the Panama Canal, the largest infrastructure project in Latin America and the Caribbean*

**H**eadquartered in Washington, D.C., the Inter-American Development Bank (IDB) is the largest source of financing for economic and social development in Latin America and the Caribbean. With their considerable expertise, German companies are well-positioned to bid successfully on the bank's public tenders. IDB-financed projects include areas such as water and sanitation, infrastructure, education, renewable energy, and energy efficiency.

Since 2016, the IDB Group has streamlined its private sector activities into IDB Invest, formerly known as the Inter-American Investment Corporation. IDB Invest offers a variety of financing products to private enterprises interested in investing in Latin American and the Caribbean countries.

James P. Scriven is the Chief Executive Officer of the newly-created IDB Invest. He oversees a team of over 400 staff and a portfolio of more than \$11.6 billion in assets under management.

Christoph Schemionek, Director for Regional Economic Policy and World Bank Liaison at the Representative of German Industry & Trade (RGIT), sat down with James P. Scriven to discuss investment opportunities for German companies in Latin America and the Caribbean.

**In your opinion, what is the most promising growth sector in the region these days?**

Infrastructure is a promising sector, especially sustainable infrastructure. There have been a lot of recent natural disasters in the Caribbean, Central

America, Mexico, and Peru, which provide us lessons not only on recovery and reconstruction but also on initial project preparation, design, and implementation. At IDB Invest, we strive to build assets that are based on future performance estimates rather than past ones. We integrate climate change considerations into our investments and deploy a team of environmental, social and governance experts in every project. Infrastructure investing represents a strategic shift for development banks. Historically we did more in financial markets and counted on bank use of proceeds to reach end-beneficiaries in productive sectors. Now we are developing more technical expertise to invest in the region's growing infrastructure assets, and this aims to become 50 percent of our lending portfolio.



**James P. Scriven**

Chief Executive Officer, IDB Invest

>> @JamesPScriven  
>> linkedin.com/in/james-p-scriven

A dual Argentine/British citizen, Mr. Scriven was previously Vice President of Corporate Risk and Sustainability at the International Finance Corporation (IFC) in addition to other leadership positions. Before joining the IFC, Mr. Scriven was Chief Financial Officer of Banco Hipotecario in Argentina. Mr. Scriven holds a Master's degree in Finance from Universidad del Centro de Estudios Macroeconómicos of Argentina, and a degree in Business Administration from the Pontifical Catholic University of Argentina.

**About IDB Invest**

IDB Invest, a member of the Inter-American Development Bank Group (IDB Group), is a multilateral development bank committed to supporting the private sector in Latin America and the Caribbean. It finances sustainable enterprises and projects to achieve financial results that maximize social and environmental development for the region. With a current portfolio of \$11.6 billion under management and 350 clients in 21 countries, IDB Invest works across sectors to provide innovative financial solutions and advisory services that meet the evolving demands of its clients.

>> iadb.org

**Are there clusters that are specifically interesting for certain industries?**

Our infrastructure portfolio goes beyond energy and transport. We are seeking portfolio expansion in social infrastructure such as water, sanitation, health and education. We are also optimistic about agribusiness, telecommunications, sustainable tourism and manufacturing.

**German companies, especially the "Mittelstand", oftentimes take a long-term view of their investments. How do you see your activities in Latin America and the Caribbean 10 years from now?**

In the past decades, cash was king in Latin America and the Caribbean. However, with sufficient liquidity in most markets, banks, particularly development banks, must offer much more than debt to impact the private sector. Market knowledge, advisory services and product flexibility will allow our clients to grow and compete in the global marketplace. This long-term view of development finance products and services will lead to more climate-resilient and socially-inclusive business models with high rates of technological adaptation. Flexible financial and non-financial products like this coupled with new technologies, such as wind energy, will define the future of Latin America and the Caribbean.

**What should German companies be aware of when considering an investment in Latin America and the Caribbean?**

The region is ripe for investment, and IDB Invest is open for business to support German businesses and investors in navigating the region's private sector. In March we announced a co-financing framework agreement with DEG, Proparco and FMO to make mobilization more

efficient and lower client transaction costs. Our Memorandum of Understanding with the European Investment Bank highlights how we can cooperate with Europeans in sourcing and sharing deal origination.

**How can IDB Invest support German companies?**

We have best-in-class risk safeguards to protect investments in Latin America and the Caribbean, as well as advisory services and market knowledge to strengthen investment sustainability. We lend at market interest rates which means we crowd-in competition, including German investors, through our various mobilization products. Furthermore, we promote our work with the private sector in cooperation with organizations such as the Representative of German Industry and Trade. ■

**About the Author**

Dr. Christoph Schemionek is the Director for Regional Economic Policy and World Bank Liaison at the Representative of German Industry and Trade (RGIT). He provides support to companies on their bids for projects financed by the international finance institutions in Washington, DC.

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>> www.rgit-usa.com



# Captivate New York (9th Edition): Showcasing German Startups

By Teddy Goldstein, German Accelerator

**T**he US is getting a first-hand look at Germany's thriving startup environment. Earlier this fall, four recent graduates of German Accelerator Tech's New York program pitched in front of a full house and panel of top-notch investors.

An enthusiastic crowd came out to see best-in-class German startups report on their future business in the US. The event took place at Rise New York, a co-working and event space in the Flatiron District of Manhattan. The guest list consisted of business angels, venture capital investors, startup entrepreneurs and many other friends of the German Accelerator Tech and Germany's thriving startup scene.

It was yet another great opportunity for US and German startup communities to connect. German Accelerator appreciated being given the chance to host representatives from the German Consulate General of New York and welcome Jens Janik, the newly-appointed Deputy Consul General.

The event kicked off with opening remarks from Christian Busch, CEO of German Accelerator Tech New York. After the initial introduction, Head of Operations and MC of the night, Teddy Goldstein took to the stage.

German Accelerator Tech welcomed the five panelists that presented their feedback throughout the night:

- Ryan Darnell, Managing Partner at Max Ventures
- Ece Erdagoz, Analyst at Bain Capital Ventures
- Harry O'Sullivan, Associate at ff Venture Capital
- Joseph Saviano, Managing Partner at Dot Capital
- Dylan Schuler, Fund Manager at Sidekick Fund+

The first startup featured was Acellere, a software company based out of Frankfurt, Germany. Acellere founder Vishal Rai fielded questions from each panelist focusing on his

marketing message and targeted customers.

The mic was then passed to Oliver Dehning, CEO of Hornetsecurity. Oliver's message was centered around the increasing importance of modern cybersecurity.

Next up was Natalia Kermode, who pitched for the enterprise video management platform, movingimage.

Finally, we welcomed Stefan Kuehr, founder of 3YourMind, to the stage. The fact that he had just flown in from Munich a few hours earlier did not stop him from an energetic performance on stage.



*Vishal Rai, founder of Acellere, fielded questions from each of the panelists, focused on his marketing message and targeted customers.*



*Natalia Kermode gave the pitch for the enterprise video management platform, movingimage.*



# GERMAN ACCELERATOR

Once the pitches were completed, the audience participated in an exciting live vote to determine the best pitch of the night. In the end, 3YourMind was the clear winner and went home with a gift card to New York City's authentic German Brauhaus – Zum Schneider

Yet another German Accelerator Tech class successfully graduated and

Visit [germanaccelerator.com/tech/](http://germanaccelerator.com/tech/) to read more about us and future events or connect with us on Facebook, Twitter, and LinkedIn. We hope to see you all at the next Captivate!

>> [germanaccelerator.com/tech/](http://germanaccelerator.com/tech/)

finished their time in the program, while alumni attending the event, reflected on their past experiences with us. It's always a pleasure to have former classes join us at events.

Special thanks to our strategic partners: the German Ministry for Economic Affairs and Energy, BakerHostetler, Deloitte Digital, Deutsche Bahn, and Deutsche Bank, as well as our operational partner, the German American Chamber of Commerce (GACC), for all of their contributions. ■



*Congrats to our NY Fall Class of 2017 for their stellar pitch night presentations!*

## About German Accelerator:

The German Accelerator Tech program is a growth acceleration program that supports German startups from tech related sectors to enter the U.S. market. It provides startups with hands-on monitoring and office space at its locations in Silicon Valley, San Francisco, and New York City. German Accelerator identifies and selects the most promising German startups and assists them in their pursuit of becoming category leaders with lasting competitiveness and success in the global market place. The accelerator's vision is to establish a permanent bridge between Germany and the U.S. that facilitates transatlantic startups, provides inspiration and drives demand, innovation, research and development in Germany.

>> [germanaccelerator.com](http://germanaccelerator.com)



*Oliver Dehning, CEO of Hornetsecurity, delivered a pitch centered around the increasing importance of modern cybersecurity.*



*Stefan Kuehr, founder of 3YourMind, provided the winning pitch of the night on 3D printing and workflows.*

# Talaera Helps German Professionals Advance in US Companies with Personalized English Training

By Neya Abdi, Talaera

**F**oreign language anxiety is a big obstacle for expats in US workplaces. Forming relationships or collaborating with a team is almost impossible if employees don't feel comfortable communicating.

Talaera, an HR tech startup, presents a solution to this challenge. It provides one-on-one online English coaching on demand via web and mobile to professionals around the world. Their native English-speaking tutors bring years of work experience as well as degrees from top U.S. universities. The goal is to empower non-native English speaking employees to communicate confidently in the workplace.

English sessions combine quality and convenience. Talaera prioritizes the human component of language learning and matches employees to tutors based on their needs and work background. English training is personalized and aligned with each employee's daily workflow, designed to meet the demands of their job requirements, as well as their cultural awareness goals. Once paired, tutors are available via laptop, tablet, or mobile device.

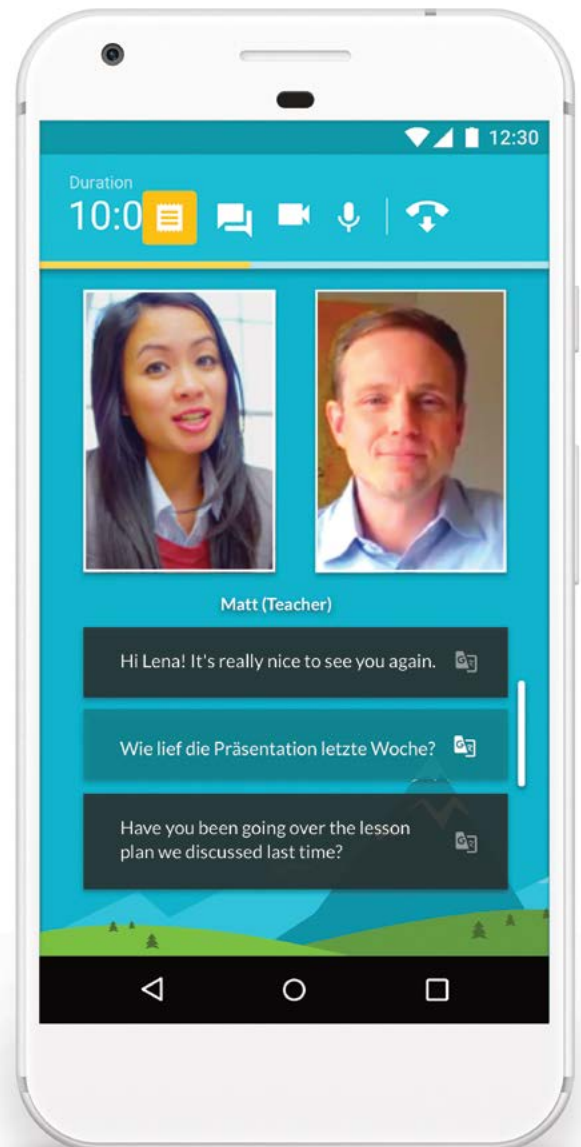
Such a multi-channel approach

makes English practice part of an individual's skills development rather than an interruption to their work life. During a business trip, employees can ease their anxiety before a big meeting, networking event, or conference by practicing with a Talaera tutor from the convenience of their hotel room.

"Professionals who use Talaera know how to speak English, but their current level sometimes prevents them from making the most powerful impact they can in a global business landscape," says Anita Anthonj, CEO and co-founder of Talaera. "These are high-performing individuals who aim for maximum output, so they know that English that's just 'good enough' isn't competitive in the international arena."

Anthonj knows the challenges of

non-native English speakers well. As a German citizen who has worked in the U.S. for 13 years, she is personally familiar with the





“Many expats who arrive in the U.S. quickly discover that the English they learned in school is not enough for the workplace. They know they have to boost their language skills and increase their confidence while speaking.”

– **Anita Anthonj, CEO and co-founder of Talaera**

communication obstacles and elements of American business culture that elude the grasp of expats.

“Many expats who arrive in the U.S. quickly discover that the English they learned in school is not enough for the workplace,” Anthonj explains.

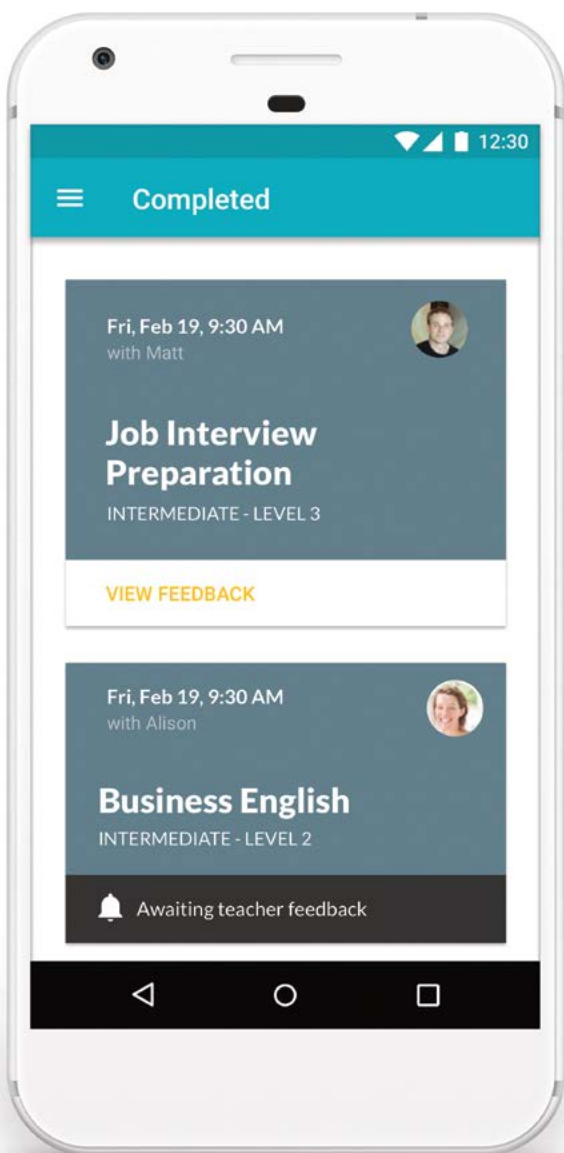
“They know they have to boost their language skills and increase their confidence while speaking.”

This isn’t just a problem for U.S.-based professionals. To streamline communication, English is quickly becoming the lingua franca of global business. While this is a logical strategy, it leaves some talented people behind.

“Cross-border collaboration will be a defining feature of work in the future,” Anthonj explains. “Professionals with a solid technical and cultural understanding of the English language, particularly in business settings, have a sharp, competitive edge.”

This need for Business English development is tied directly to the exciting future of work itself. Companies who recognize the underused human resource of non-native English speakers within their own organizations stand to benefit tremendously. With this in mind, Talaera offers language coaching packages to HR teams who want to make meaningful investments in their employees and attract future talent as well.

As it grows harder to find people with the technical and creative skills that make an organization great, companies must cast their net internationally to remain competitive. Solutions like Talaera allow companies to effortlessly incorporate the world’s talent into their global recruitment strategies. ■



**Talaera**

#### About Talaera

Website: >> [www.talaera.com](http://www.talaera.com)

Email: >> [info@talaera.com](mailto:info@talaera.com)

Phone: 646 250 2574

# Impressive Array of Startups at Fall STEP NY Session

By James Freeman, GACC

**T**he GACC welcomed another STEP (Startup and Entrepreneur Program) group this past September in New York City. Ten tech startups with their 18 founders and co-founders joined us September 10 to 15 to explore their potential for business success in the US by meeting venture capital providers, clients, local accelerators and incubators.



During the five-day program, 21 partners provided our STEP participants with: company insights; legal and PR training/strategy sessions; workshops and feedback forums. On September 14, Venture Out joined the GACC in hosting a fully sold-out STEP NYC pitch night at SAP.io. Our enthusiastic crowd crowned Tickaroo the pitch night winner, with startups jetlite and AiRelo achieving second and third place respectively.

Other participating startups included: Gigaaa, GrapeAgent, myBlix Software GmbH, q-lipay, ShoptheWall, trusted blogs GmbH and UNIKATOO GmbH & CO.KG.

Kudos to them all! ■

*Ten German startups with their founders, co-founders kick off a week of meetings and experiences in NYC.*



*A capacity crowd attended our September Pitch Night SAP.io in NYC.*



*From left:  
3rd Place winner AiRelo - Mario Paladini,  
Middle: 1st place Tickaroo - Naomi Owusu,  
2nd place winner jetlite - Achim Leder*

# GACCs Shine Spotlight on CEBIT Digital Innovation Festival

By James Freeman, GACC

The German American Chamber of Commerce, Inc. in collaboration with Dentons Venture Technology in New York and the German trade show organizer Deutsche Messe AG, hosted an October 27 event spotlighting Europe's premier Digital Innovation Festival CeBIT.

The event was part of a week-long roadshow through the US with stops in Phoenix, Orlando, Kansas City and New York City. The New York stop focused on current digitization trends and innovation in the Tech Startup scene, and offered an opportunity to learn about international business exposure at CeBIT trade show in Hanover, Germany.

New York City is home to an estimated 7,000 high-tech companies, which provide more than 100,000 jobs in the high-tech industry and more than 150,000 technology jobs in non-technology industries, such as health care,

retail and finance. Silicon Alley, based in Manhattan, is a metonym for the sphere embracing the city's high-tech industry.

In the past few years, a growing number of startups were founded in the Big Apple. This growth is fueled by factors such as the rise of several prominent startups (Four-square, Kickstarter etc.), the arrival of venture-backed accelerator

programs to help young startups get off the ground and moves by New York City's government to encourage tech innovation. ■

## For more information

To learn more about CeBIT 2018 and visitor/exhibitor opportunities for startups, please visit:

>> [www.cebit.de/en](http://www.cebit.de/en)



Standing, from left: Victor Boyajian, Global Venture Technology of Dentons, Reinhold Umminger, Director of Key Accounts for CEBIT and Dietmar Rieg, GACC.



# Gebrüder Weiss

## Logistics Expertise for Transatlantic Goods Transports

**G**ebrüder Weiss Transport and Logistics has expanded on its Germany/USA route. The international transport and logistics company - based in Austria with roots in Central and Eastern European land transport - is a brand synonymous with supply chain reliability. Over the past 60 years, its management has heavily promoted the internationalization of the company resulting in a logistics company with 6,500 employees, 150 company-owned locations around the world, and a wide range of services consisting of land transport, air and sea freight, and specialized logistics solutions.

### Six own locations in the US market

Since 2003, Gebrüder Weiss has had a presence in the US market. According to the Bavaria Foreign Trade Portal : “Trade with the United States is booming. Germany has become one of the most important trading partners for the USA in recent years. The volume of exports from Germany to the USA came to 107 billion euros in 2016, which was achieved primarily with cars, car parts, machinery, and equipment.” Gebrüder Weiss is keeping abreast of these changes and continuing to invest in the US market in 2017. Its existing locations in Atlanta, Boston,

and Los Angeles were completely absorbed from a former US joint venture. Furthermore, the company opened three new locations, in Dallas, New York and Chicago which is the new headquarters of Gebrüder Weiss USA. Being present at these important transshipment points in the US ensures more efficient distribution of goods and increased logistics expertise locally. Gebrüder Weiss USA employs approximately 105 staff members at its six locations, who have many years of expertise in the industry. Its range of services includes air freight, sea freight and specific logistics solutions such as warehousing, local distribution, and e-commerce including webshop technology. The plan for the future is to further expand logistics solutions for automotive and high-tech industries, which are of major importance for trade between the USA and Germany.

### Efficient air and sea routes

Parallel to developments overseas, Gebrüder Weiss is also growing in the German market, where the company has been providing successful transport and logistics services for its customers for many years. The logistics specialist is currently expanding its air and sea freight activities in Germany in order to position itself firmly as a global full-service logistics provider. New offices in Düsseldorf, and most recently Munich, were opened in



Source: Getty Images

*In the USA, Gebrüder Weiss provides customers with specific logistics solutions in addition to its air and sea freight services.*

The volume of exports from Germany to the USA came to 107 billion Euros in 2016.

In addition to existing hubs in Hamburg and Frankfurt. Another location is due to open in Stuttgart in early 2018. The newly revised air and sea freight network provides customers with efficient transport connections from the most important German domestic transport hubs to all over the world. Approximately 100 employees will work at the five German air and sea freight locations in the future.

### **Strong land transport partner in south Germany**

While air and sea freight in Germany is a growing business for Gebrüder Weiss, the company has decades of experience in land transports with long established locations in the south of Germany consisting of Esslingen, Aldingen, Memmingen, Lindau, and Passau. A recent company acquisition added another location in Nuremberg, bringing its total German land transport staff compliment to 750 employees. Regional solidarity and direct customer contact are firmly anchored here in the business philosophy.

### **Gebrüder Weiss – a transport company with a far-reaching history**

The Head Office of Gebrüder Weiss is located in the Austrian community of Lauterach, near Lake Constance. The history of the company goes back to the 15th century and is closely linked to the so-called

“Milanese Courier” – a transport service between Lake Constance and Milan (Italy), which existed until the 19th century. The modern-day company was founded in 1823. The Austrian forwarding company then successfully expanded and internationalized, growing into a global corporation while remaining faithful to its roots and is still in family hands. In addition to the main business areas of land transport, air freight, sea freight, and logistics, the company offers a range of highly specialized industry solutions. The company strategy has proven successful, as shown by the latest figures from 2016: sales turnover

1.36 billion euros; 11.6 million shipments handled by Gebrüder Weiss; 50,000 metric tons of air freight and 130,000 TEU shipped; and goods transhipped over 598,000 m<sup>2</sup> of logistics space. For more information, please refer to <https://www.gw-world.com> . ■

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>> [usa@gw-world.com](mailto:usa@gw-world.com)



Source: Gebrüder Weiss

*Gebrüder Weiss offers multimodal transport services all over the world – by road, air and sea.*

# J-1 Alumni Success Stories

The J-1 Exchange Program has impacted young students and professionals for 56 years. Countless surveys and studies have shown the positive effect of the program, but few figures have the power to speak for the program like individual stories do. To that end, the GACC Career Services interviewed J-1 alumnus Sebastian Lutz to get a first-hand look at the transformative power of the J-1 Exchange Program. Sebastian interned at Commerzbank's New York Branch in early 2011 and has been riding high ever since. What follows is his J-1 alumni success story.

**GAT:** Can you tell me a bit about your career path? How did you get to the position you're in today?

**Sebastian Lutz (SL):** After high school, in 2004, I was doing civilian service in a small city outside of Stuttgart. It felt really good to do social work and help less fortunate kids and elderly people. Especially the practical aspects of the various jobs I was given showed me that I was not really ready to go to university and study immediately. I decided to keep to a practical path and do a vocational training at a bank to see where it would take me. After a full day of exams and interviews at Commerzbank, they made me an offer for vocational training, which I gladly accepted.

This gave me a very broad education in finance and was my entrée into the world of securities and in particular derivatives, which still fascinates me today. I remember that I ordered various books about securities during my first year, and my knowledge level

was just not there to understand the formulas. I had never seen these Greek letters before in my life. However, it became clear to me that I wanted to learn more. I decided to pursue a higher education in finance.

After I completed the training and one year as a customer consultant, I was ready to move on. My research on universities convinced me that Frankfurt School of Finance and Management offered the practical aspect of working and studying in parallel, which from my point of view, is one of the best models Germany has to offer. In August 2008, I started working at Commerzbank in Frankfurt while earning a Bachelor's of Finance at Frankfurt School. This was right before the financial crisis. I questioned if it was wise to stay in banking? Colleagues advised me to study what all my friends from Stuttgart had studied –engineering– but I wanted to see my education in finance through.

Frankfurt School includes both an obligatory semester and internship abroad to expand the intercultural education of their students. For my semester abroad I decided to go to Australia and then, after a short Christmas break in Germany, to do an internship in New York. It was, to date, the best decision of my life and a crossroads in my future career.

After I came back from New York, Frankfurt felt tiny. My Bachelor's with Frankfurt School gave me a taste of international studies, so when I began my Master's I decided to do another semester abroad – this time in St. Gallen Switzerland combined with work experience in Zurich.

## Sebastian Lutz

Head of North America Equity Derivatives Institutional Sales



Since 2015 Sebastian has been responsible for Commerzbank's Equity Derivatives Institutional Sales Team in North America.

Based in New York, the business focuses on servicing the bank's institutional clients with a strong emphasis on the insurance sector.

Previously, Sebastian spent 10 years in the bank in various institutional and retail sales roles in Frankfurt, Zürich and New York.

He holds a Bachelor and Master in Finance from Frankfurt School of Finance and Management.

Once I finished my Master's I worked in various institutional sales roles at Commerzbank, mainly in Frankfurt, and I was given the opportunity to start a new Desk in New York, which is where I am today.

**GAT:** What role did your internship in the US play in that career trajectory? How did it help you in achieving your goals? Did it open any doors?



**SL:** Each year in the beginning of January, Commerzbank hosts a German Investment Seminar in New York, which is one of the largest gatherings of German top management. Over the past two decades it has established itself as the must-attend event for North American equity investors. During my time in New York I was lucky to be a part of the team that organizes this event. Dealing firsthand with CEOs, CFOs and Investor Relations representatives from Germany's largest companies was the best experience I could have had. I was, and still am, fascinated by New York and all it has to offer. My time in New York brought me in touch with great people, top companies and amazing minds. The skillset I developed is a huge part of why I was given the opportunity to open the Desk in New York later on in my career.

**GAT:** Do you still do business with the US? How has the internship impacted your opinion and future interactions with the US?

**SL:** Yes, I am responsible for Commerzbank's Equity Derivatives and Commodities Institutional Sales department in North America, so while my trading and structural operations are in Europe, my clients are entirely based in the US. My internship in New York was the first time I was surrounded by institutional investors, company heads, and senior management, and it was the foundation for my professional global network. It was during this time that I realized just how important it is to make and maintain relationships.

**GAT:** Did your internship influence your political or economic views?

**SL:** I would say anytime you are living and working abroad, it makes you reflect on your roots – how you were raised, what you were taught, your culture – and for me, it illuminated the global interconnectivity we're experiencing, especially in trade and finance. Growing up, small and medium sized businesses were typically financed by the banks geographically close to them. It feels like finance doesn't have those same borders anymore.

**GAT:** Can you share an eye-opening moment about American culture or lifestyle that you had during your internship or after?

**SL:** Before I moved to New York for the second time, I was fortunate enough to have intercultural management training. One thing my management trainer said that has stuck with me is that Americans can be like peaches – soft on the outside, but hard on the inside – whereas Germans can be like coconuts: initially a bit hard, but soft once you crack them. It highlighted for me how direct the German culture is, especially in comparison to Americans – a valuable lesson when managing people with various backgrounds.

**GAT:** Are you still in contact with Americans you met during your stay?

**SL:** Yes, I am. The fantastic aspect about social sites like Facebook and LinkedIn is that it has helped me maintain those connections I made during the time I lived abroad. For all

its flaws, social media is wonderful in the way it makes the world so small. It gives you an easy way to return to places and reconnect with the people you met before.

**GAT:** What is your opinion on cultural exchange and exchange programs such as the J-1 Visa Program or the Erasmus Program, in general?

**SL:** I would encourage everyone who has the opportunity to see as many different countries as possible. Each time I see a résumé that shows a person who values travel and has the experience of working with different cultures, I am interested in learning about their background and experience.

**GAT:** Do you have any criticisms that could help us improve it?

**SL:** I was fortunate enough to have the experience, and I wholly recommend it, but recognize that the financial aspect of it can be daunting. I think more people would be encouraged to pursue the programs if they felt they had various options to finance it and if that information was communicated upfront by the program.

In my experience these types of exchange programs can give you a leg up professionally, but, much more importantly, they enrich your personal life by exposing you to new places, different people, and fresh ideas. That's an experience that has long-lasting effects well beyond one career move or the next. ■

**Victoria Kaeser**

Manager, Business  
Development Consulting

German American Chamber  
of Commerce Inc.



**From:** Karlsbad, Baden-Württemberg, in the middle of the Black Forest, a 30 minute drive to France

**Interests:** Travelling to far-away countries, preferably with beaches, running, singing, eating good food

**Past career:** Product Manager in Marketing for Twentieth Century Fox Home Entertainment Germany

**Contact:** Tel: (212) 974-8864  
>> vkaeser@gaccny.com  
>> www.gaccny.com

**What do you like about your job?**

At the GACC you get the chance to continually work with different industries which offers a great variety in your everyday work. It's really rewarding being able to help and advise German companies in entering the US market and at the same time lay the groundwork for future cooperation between the US and Germany. I find that being in close contact with industry representatives in Germany and building up networks in the US is very fascinating and offers a lot of opportunities. The various events organized by the GACC are always great to attend and offer a lot of potential for business opportunities.

**What is your role?**

I am a manager in the Business Development Consulting Team and am currently responsible for the Foreign Market Entry Program supported by the Federal Ministry of Economics and Energy. Thanks to the program we are able to organize delegation trips, assist German

companies in expanding their businesses and connect with the right partners. These ongoing projects focus on business partner research and engage different industries, creating opportunities to learn about various areas and interact with different people.

**Any recent interesting projects?**

I recently organized the delegation trip of Concert and Event Promotion companies. We had the opportunity to build a valuable network of contacts in the industry that we would love to involve again next year for upcoming events in the music industry. The GACC has now become an expert in this area and expanded its network further. Additionally, we have some fascinating projects coming up such as Innovation Seminars at various NY universities as well as a German delegation trip focusing on Energy Efficiency in Buildings. There are also some very worthwhile projects in the pipeline for next year. It never gets boring at the GACC! ■

## Welcome, New Members!

**American Lamprecht Transport**  
www.lamprechtusa.com

**Anker Elektra, LLC**

**Aspelin & Bridgman, L.L.P.**  
www.aspelinbridgman.com

**Badische Stahl Technologies**  
www.bstinc.com

**BASF Corporation**  
www.basf.us

**BDP International**  
www.bdpinternational.com

**Bender, Inc.**  
www.bender.org

**Bertelsmann, Inc.**  
www.bertelsmann.com

**Blu Bavaria**  
www.blubavaria.com

**Bonwrx**  
www.bonwrx.com

**Brands Fashion US Inc**  
www.brandsfashion.com

**Brezelbaeckerei Ditsch GmbH**  
www.ditsch.de

**Bridgestreet Global Hospitality**  
www.bridgestreet.com

**Cara Stone, LLP**  
www.carastone.com

**CBS Corporate Business Solutions America Inc.**

www.cbsconsulting.com

**CEPRES GmbH**  
www.cepres.com

**Circulus Corporate Consulting**  
www.circulus.com

**Corporate US Bound**  
www.corporateusbound.com

**Das European Autohaus**  
www.daseuropeanautohaus.com

**DHJJ Certified Public Accountants and Business Advisors**  
www.dhjj.com

**Draeger, Inc.**  
www.draeger.com

**Frenzelit, Inc.**  
www.frenzelit.com

**Gebrüder Weiss, Inc.**  
www.gwworld.com

**H. Rand GmbH**  
www.rand-online.com

**Hannah's Bretzel**  
www.hannahsbretzel.com

**International Academy of New York**  
www.iany.org

**International Capital, LLC**  
www.international-capital.com

**Jaeger Spindles North America, Corp.**  
www.jaegerspindles.com

**Janitza electronics GmbH**  
www.janitza.com

**Jebsen & Jessen Life Science, Inc.**  
www.jlifesience.com

**Ken United Inc.**  
www.kenunited.com

**Koby Learning Group**  
www.kobylearn.com

**M & M SDS Inc.**  
www.muenchundmuench.com

**M2P Consulting**  
www.m2p.net

**Michigan Manufacturers Association (MMA)**  
www.mimfg.org

**Murrelektronik, Inc.**  
www.murrinc.com

**NEWPORT US RE, L.P.**  
www.newportusre.com

**Proell, Inc.**  
www.proell.us

**Rio South Texas Economic Council**  
www.riosouthtexas.com

**seele, Inc.**  
www.seele.com

**Solberg International, Ltd.**  
www.solbergmfg.com

**Solutions Talents and Professionals Management GmbH**  
www.solutions-talentsandpros.com

**Squire Patton Boggs**  
www.squirepattonboggs.com

**Superior Group**  
www.superiorgroup.com

**SynerTrade Inc.**  
www.synertrade.com

**The Rotary Club of New York**  
www.portland.clubrunner.ca/3633/

**TopCap Partners, Inc.**  
www.topcappartners.com

**Truma Corp.**  
www.truma.net

**U.S. Steuerberatung LLC**  
www.ussteuerberatung.com

**Voss Violins LLC**  
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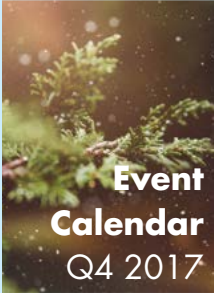


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	<b>November 16</b> Twas the Night Before Christkindlmarket	<b>Nov 17- Dec 24</b> Christkindlmarket Chicago	<b>November 21</b> AHK USA Chicago trifft IHK: Internationaler Beratungstag 2017	<b>November 24</b> AHK USA Chicago trifft IHK: Wirtschaftstag USA	<b>Nov 24 - Dec 24</b> Christkindlmarket Naperville
	Held by GACC Midwest Chicago, IL <a href="http://www.gaccmidwest.org">www.gaccmidwest.org</a>	Held by GACC Midwest Chicago, IL <a href="http://www.gaccmidwest.org">www.gaccmidwest.org</a>	Held by GACC Midwest Stuttgart, Germany <a href="http://www.gaccmidwest.org">www.gaccmidwest.org</a>	Held by GACC Midwest Halle, Germany <a href="http://www.gaccmidwest.org">www.gaccmidwest.org</a>	Held by GACC Midwest Naperville, IL <a href="http://www.gaccmidwest.org">www.gaccmidwest.org</a>
<b>Nov 24 - Dec 31</b> Christkindlmarket Park at Wrigley	<b>November 29</b> Holiday Toy Drive	<b>December 4</b> Industry 4.0 Trade Mission to Detroit & San Francisco	<b>December 5</b> Industry 4.0 Business Conference	<b>December 6</b> ACG Breakfast with Juliane Schaeuble	<b>December 6</b> Business Luncheon Series
Held by GACC Midwest Chicago, IL <a href="http://www.gaccmidwest.org">www.gaccmidwest.org</a>	Held by GACC South Houston, TX <a href="http://www.gaccsouth.com">www.gaccsouth.com</a>	Held by GACC Midwest Detroit, MI & San Francisco, CA <a href="http://www.gaccmidwest.org">www.gaccmidwest.org</a>	Held by GACC Midwest Troy, MI <a href="http://www.gaccmidwest.org">www.gaccmidwest.org</a>	Held by GACC South Atlanta, GA <a href="http://www.gaccsouth.com">www.gaccsouth.com</a>	Held by GACC Midwest Schaumburg, IL <a href="http://www.gaccmidwest.org">www.gaccmidwest.org</a>
<b>December 6</b> The Digital Revolution: The Future of Automation, Employment & Productivity	<b>December 7</b> Artificial Intelligence & IIoT Business Workshop	<b>December 7</b> 16th Women's Series – Immigration, The Road Map Ahead	<b>December 7</b> Company Visit @Mary Kay	<b>December 8</b> IIoT World Tour San Francisco Conference	<b>December 9</b> International Business German Outlook
Held by GACC South Tampa, FL <a href="http://www.gaccsouth.com">www.gaccsouth.com</a>	Held by GACC West San Francisco, CA <a href="http://www.gaccwest.com">www.gaccwest.com</a>	Held by GACC South Atlanta, GA <a href="http://www.gaccsouth.com">www.gaccsouth.com</a>	Held by GACC South Dallas, TX <a href="http://www.gaccsouth.com">www.gaccsouth.com</a>	Held by GACC West San Francisco, CA <a href="http://www.gaccwest.com">www.gaccwest.com</a>	Held by GACC South Houston, TX <a href="http://www.gaccsouth.com">www.gaccsouth.com</a>
<b>December 11</b> German American Business Outlook (GABO)		<b>December 14</b> Toy Drive & Holiday Mixer	<b>December 20</b> European Business Networking	<b>January 12</b> New Year's Reception	<b>January 17</b> New Year's Reception 2018
Held by GACC New York New York, NY <a href="http://www.gaccny.com">www.gaccny.com</a>		Held by GACC South Atlanta, GA <a href="http://www.gaccsouth.com">www.gaccsouth.com</a>	Held by GACC Midwest Chicago, IL <a href="http://www.gaccmidwest.org">www.gaccmidwest.org</a>	Held by GACC New York New York, NY <a href="http://www.gaccny.com">www.gaccny.com</a>	Held by GACC South NC Chapter Charlotte, NC <a href="http://www.gaccsouth.com">www.gaccsouth.com</a>
<b>January 17</b> European Business Networking	<b>January 17</b> New Year's Reception 2018	<b>January 18</b> New Year's Reception		<b>January 23</b> New Year's Reception	<b>February 7</b> Business Luncheon Series
Held by GACC Midwest Chicago, IL <a href="http://www.gaccmidwest.org">www.gaccmidwest.org</a>	Held by GACC South Houston, TX <a href="http://www.gaccsouth.com">www.gaccsouth.com</a>	Held by GACC West San Francisco, CA <a href="http://www.gaccwest.com">www.gaccwest.com</a>		Held by GACC South Atlanta, GA <a href="http://www.gaccsouth.com">www.gaccsouth.com</a>	Held by GACC Midwest Schaumburg, IL <a href="http://www.gaccmidwest.org">www.gaccmidwest.org</a>
<b>February 12-16</b> Energy Storage Trade Mission from Germany	<b>February 21</b> European Business Networking	<b>March 6</b> Digital Manufacturing Forum	<b>March 7</b> Business Luncheon Series	<b>March 16 (TBD)</b> Midwest SME Forum	<b>March 21</b> European Business Networking
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# German American TRADE QUARTERLY

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