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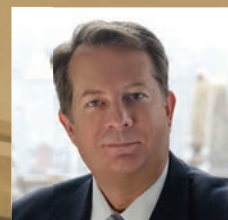
"BRIDGING THE KNOWLEDGE GAP"

How German Firms Tackle Skill Shortages in the U.S.



Prof. Johann Löhn, President
Steinbeis University Berlin:
Dual Education Advancing
in the U.S.

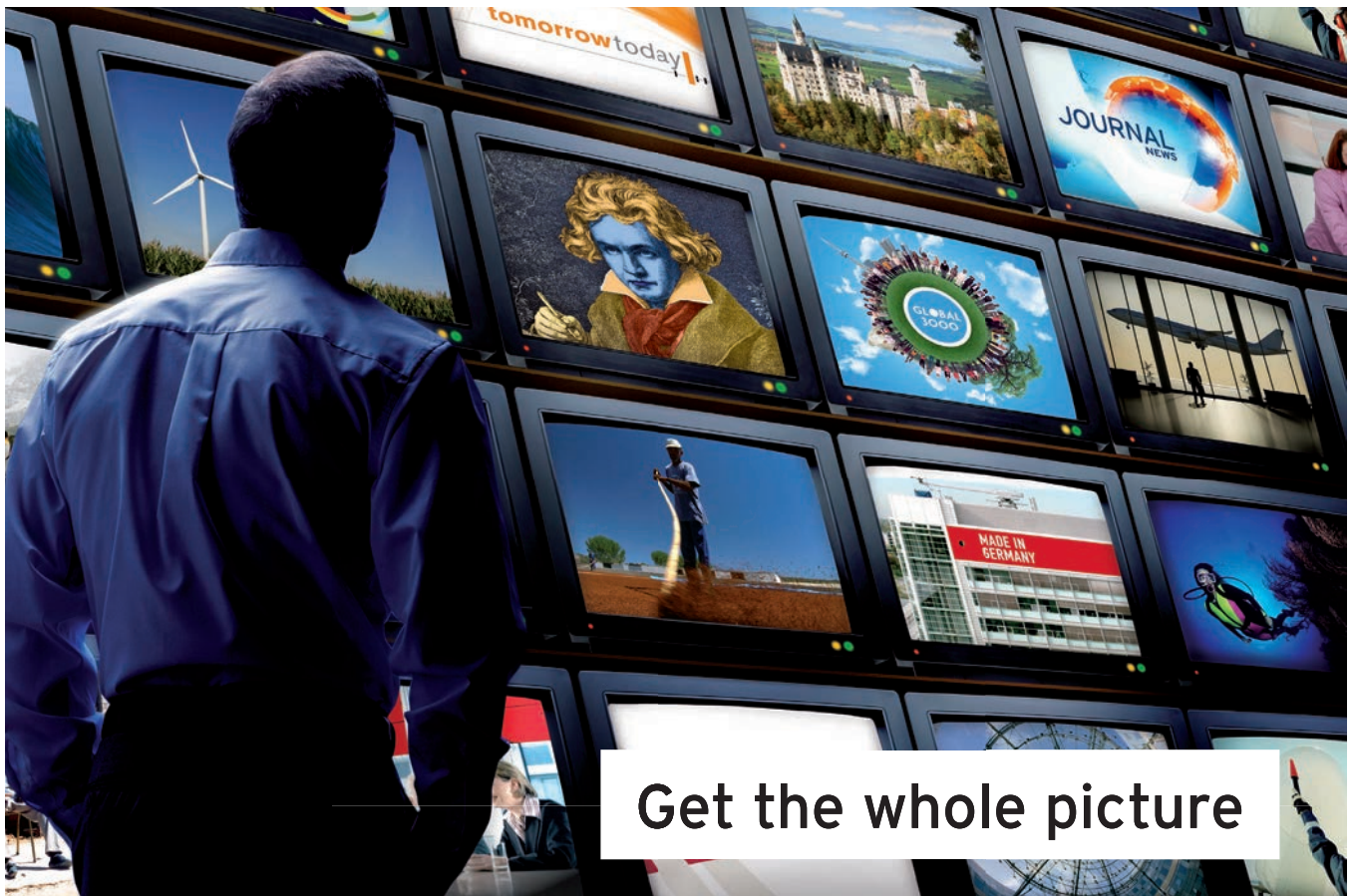
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EDITORIAL

Enhance the German-American Dialogue on Education!

“Together for a Skilled Workforce – Educate, Employ, Integrate” is this year’s core focus in the German Chamber Network. Therefore, I’m delighted that The Representative of German Industry and Trade (RGIT) will host the conference on “Skilled Labor: Conditions for Investments, Manufacturing, and Economic Growth in the U.S.” on October 3, 2011, to which also the German American Chambers of Commerce (GACCs) will contribute. In the U.S. and Germany alike, securing the skilled workforce of tomorrow is acknowledged as one of the major economic challenges of our time. The underlying structural causes, however, differ in the two economies.

In Germany, the vocational education and training programs, administered by the chambers, have a long tradition and successfully produce skilled workers for the needs of manufacturers – but an ageing population and too few students taking up science courses, especially engineering and IT, threaten to create a shortage of high-skilled talent needed in many of the country’s key industries. Meanwhile, employers in the United States express their concern about a “middle skill gap”, despite the fact that there is little demographic change. This refers to a lack of workers able to take on sophisticated manufacturing jobs which require a more advanced understanding of the technologies in use.

This makes me wonder: Can Germany’s training structures be a model for the U.S. manufacturing sector? Can the United States help Germany understand what it takes to attract the best talent from around the world?

The aforementioned conference on October 3 generates the perfect platform for such a dialogue and will allow German businesses in the U.S. to portray their strategies for securing a skilled workforce and to address policy makers and educational institutions with their needs.

At the conference and in the future, I invite businesses, educators, and communities to work with the German American Chamber Network in forming alliances that help us create attractive jobs and strong economies on both sides of the Atlantic.



Dr. Martin Wansleben
Chief Executive Officer
Association of German Chambers
of Industry and Commerce (DIHK)
Berlin, Germany

M. Claus

TRANSATLANTIC TICKER

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Porsche Consulting to establish U.S. subsidiary

Porsche Consulting, a wholly-owned subsidiary of Porsche AG in Stuttgart, Germany, is setting up a subsidiary in the USA. Porsche Consulting Inc., headquartered in Atlanta, Georgia, will commence operations in October with ten consultants. It will be the third foreign subsidiary for the German company. • www.sacbee.com

Hamburg goalkeeper Rost heads to New York

Veteran Hamburg goalkeeper Frank Rost is waving goodbye to the German league after 426 Bundesliga appearances and 19 years to play for Red Bull New York in the Big Apple. The 38-year-old will join New York's France star Thierry Henry and Mexico's Rafael Marquez to play Major League Soccer (MLS). • www.google.com

Schaeffler Group making \$10 million investment, creating 100 new jobs

The South Carolina Department of Commerce announced that Schaeffler Group USA, a subsidiary of German Schaeffler Group, a maker of automotive components, will invest US\$ 10 million into the expansion of its existing facility in Cheraw, SC. The hefty investment is expected to generate 100 new jobs. The Schaeffler Group is a well-known supplier to the automotive industry as well as a leading manufacturer of rolling bearings worldwide.

• www.theherawchronicle.com

German womenswear brand Basler sets up U.S. subsidiary

By setting up a subsidiary 'Basler America Inc.' in New York, Germany's Basler is now taking its expansion to the next level. The setting up of the new subsidiary means the merger of retailing and wholesale activities. Sales will be supported by a new team and advanced orders for spring/summer 2012 will be accepted at Basler's new showroom in Manhattan. • www.fibre2fashion.com

Otto Bock HealthCare GmbH purchases Tri Quality Inc. Sacramento

Tri Quality Inc., a Sacramento-based maker of wheelchair components and planar seating systems, has been acquired by Otto Bock HealthCare in Minneapolis. The Minnesota firm is the U.S. arm of Otto Bock HealthCare GmbH, the nearly century-old German prosthetics company. Financial terms of the deal were not disclosed. • www.sacbee.com

BMW expects to create 100 new jobs at South Carolina plant

BMW North America has announced it will increase its workforce in South Carolina by creating 100 new professional-level jobs at its Spartanburg plant. These new positions will range from engineers to IT professionals and production management associates. In 2011, the plant will produce more than 260,000 vehicles for over 130 markets around the world. • www.detnews.com

Doppstadt, a German recycling firm plans expansion in Ohio

Doppstadt, a German company that manufactures equipment and parts for machinery used by recycling firms across the U.S. is planning to add 20 new jobs as part of a \$2.6 million expansion. County commissioners approved submitting an application for a \$500,000 loan from a state program on behalf of the company, which operates a facility in Avon, OH.

• www.chronicle.northcoastnow.com

Daimler to invest about \$2 billion in Tuscaloosa, AL plant

Daimler AG will invest more than \$ 2 billion in production at the Mercedes-Benz Tuscaloosa plant of Daimler AG. The German automaker said that this amount is invested, among oth-

ers, for the production of the new M-Class and the expansion of production capacities. The company noted that demand for the M-Class in the 14 years of production has clearly surpassed all its expectations.

• www.nitrobahn.com

BMW of North America to get new president

BMW of North America, which has its U.S. headquarters in Woodcliff Lake, NJ, will have a new president and CEO in October 2011, the company announced. Ludwig Willisch, 55, who currently is in charge of European sales for the BMW Group, and based in Munich, Germany, will replace Jim O'Donnell, 61, who is retiring. Willisch also will be chairman of the BMW U.S. Holding Corp.

• www.northjersey.com

Daimler to launch electric vehicle car-sharing program in San Diego, CA

Daimler AG's car2go N.A. LLC subsidiary announced that San Diego will be the first North American city to have a 100% electric vehicle car-sharing program with a fleet comprising 300 of the German auto maker's Smart Fortwo mini-cars. Further details of the service such as business area, parking and charging concept as well as start of customer registrations will be announced in the near future.

• *The Wall Street Journal*

Fraunhofer USA to support DTRA's Chemical and Biological Directorate

Biotech firm Fraunhofer USA Center for Molecular Biotechnology, based in Newark, Delaware, recently received a \$1.51 million federal contract to support its ongoing research for the U.S. Department of Defense. The Defense Advanced Threat Reduction Agency (DTRA) in Ft. Belvoir, Virginia, awarded the contract to Fraunhofer USA CMB, a subsidiary of Germany-based Fraunhofer Gesellschaft, for its lead in innovative research projects that support DTRA's Chemical and Biological Directorate. • www.bioprepwatch.com **GAT**



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By Nicola Michels,
GACC New York

Bridging the Knowledge Gap

How German Firms Tackle Skill Shortages in the U.S.

In 2010, 14% of leading U.S. companies reported difficulties in recruiting essential staff. In 2011, that number has risen to 52% according to a recent survey by ManpowerGroup, a major provider of workforce solutions. The manufacturing sector especially has been hit hard by a mismatch between workforce skills and jobs available. With roughly 14 million Americans

currently unemployed, the number of available job openings has increased from 98,000 in 2009 to 230,000 today. Unfortunately, there is a knowledge gap between those unemployed and the education and skills that manufacturing firms require today.

President Obama just recently announced an expansion of the Administration's program "Skills

for America's Future", an industry-led initiative to improve private sector partnerships with community colleges.

An increasing number of German subsidiaries are already running their own programs on the basis of Germany's dual education system. Here are three examples from the Southeastern United States.

About The German American Chambers of Commerce



German American
Chambers of Commerce
Deutsch-Amerikanische
Handelskammern

The German American Chambers of Commerce (GACCs) in Atlanta, Chicago, Houston, New York, Philadelphia and San Francisco all work together under the network of AHK USA. With approximately 2,500 members and an extensive national and international business network, the GACCs offer a broad spectrum of activities and services. Other German American organizations and chapters are affiliated with the GACCs. AHKs are closely connected to the Chambers of Industry and Commerce (IHKs) in Germany. The umbrella organization of the IHKs is the German Association of Chambers of Industry and Commerce (DIHK), which also coordinates and supports the AHKs.

Additionally, our liaison office in Washington, DC, the Representative of German Industry and Trade (RGIT), rep-

resents the interests of the German business community vis-à-vis both the U.S. administration and the international organizations based in Washington, DC.

Representative
of GERMAN
Industry + Trade

The German Chamber Network (AHK) provides experience, connections and services worldwide through 120 locations in 80 countries. The service portfolio of the AHKs is unified worldwide under the brand name DEinternational.

The AHKs cooperate closely with the foreign trade and inward investment agency of the Federal Republic of Germany — Germany Trade & Invest (GTAI).



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1 Siemens Energy and Central Piedmont Community College, Charlotte – North Carolina

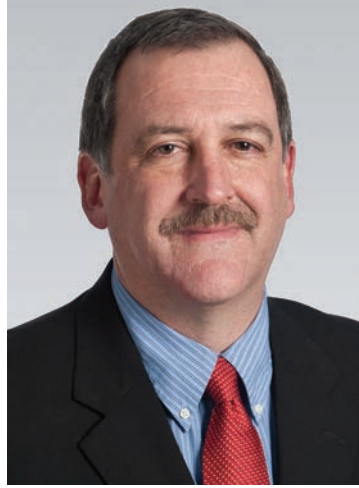
Siemens Energy is building a new facility to house gas turbine manufacturing lines. The company will hire and train 850-1000 new employees in a four-year period. Siemens has defined high levels of competencies and skills required for employment in the new facility.

Therefore Siemens Energy has formed a deep workforce development partnership with Central Piedmont Community College (CPCC), the largest community college in North Carolina.

The partnership focuses on four areas of workforce development:

- pre-employment training in the basics of blueprint reading, welding and applied technologies;
- post-employment training in the specifics of gas turbine operations;
- incumbent worker training for advanced competencies; and
- developing and growing an apprenticeship program specific to the needs of Siemens Energy

In addition to partnering with Siemens Energy Charlotte, CPCC has worked with Siemens Professional Education in providing the Siemens Mechatronic Systems Certification Program – a means to train Siemens Charlotte and other companies on an internationally recognized, com-



*Mark Pringle,
Director of Operations
Siemens Energy*

prehensive, multi-discipline, systems-based approach of skills development.

Siemens Energy Director of Operations Mark Pringle:

“This program is commencing this September whereby the apprentices will also work for Siemens as interns during their breaks. On successful completion of the course they will receive a degree in Mechatronics Technology from CPCC. This is a pilot program, but we expect that this is the type of effort we will

continue to make in order to continue to build up our skilled workforce.

In Germany, we have approximately 10,000 people join a Siemens apprenticeship program each year and we invest more than \$200 million a year to educate young people in Germany. In the U.S., we initiated this pilot apprenticeship program to help begin addressing the gap between the skill sets of the unemployed and the types of jobs available in the same way. This apprenticeship program with Central Piedmont Community college will help get people prepared to fill these high-skilled, high-wage jobs of the future.” >>

SIEMENS

 **CENTRAL PIEDMONT
COMMUNITY COLLEGE**



Central Piedmont Community College Advanced Manufacturing Lab

2. Volkswagen Academy Chattanooga, Tennessee – an Overview

Volkswagen Academy is a unique, cutting-edge training center preparing employees for work as well as advanced vocational and engineering programs. The primary purpose of the Volkswagen Academy is to prepare new employees for work at the Volkswagen plant as well as provide advanced training as further education. As part of their training, each employee gets introduced to Volkswagen's products, strategy and structures during the first week of employment. In subsequent weeks, employees learn about efficient production processes based on the Volkswagen production system. The Academy features modern classroom facilities with contemporary technology found in the finest university settings, and also features all the aspects of the manufacturing facility on a smaller scale to allow for hands-on training. The qualification track is designed to help workers prepare mentally and physically, so that when they enter the plant they are well prepared to acquire the competence in their field, whether it is the body shop, paint shop or the assembly shop. On 163,000 square feet of space it houses a conference, apprentice, automation, automotive and lean centers. It contains 19 classrooms, a cafeteria with seating for 100 people, a gift/coffee shop and board room.

Aerial view of the VW Academy.

Interview with Hans-Herbert Jagla, Executive Vice President of HR, Volkswagen Chattanooga

Volkswagen Academy has been in operation for over a year now. Has it met all of your expectations so far?

"The Volkswagen Academy has most definitely met our expectations. Our team members have learned techniques, systems and processes that are both aligned with the manufacturing requirements as well as the Volkswagen instructional methodology. In the Academy, in addition to the education program which has delivered over 1 million contact hours, we have established a three-year automotive mechatronic apprentice program that currently has 40 participants as well as a Bachelor of Science degree in manufacturing industrial technology for team members targeting engineering career fields. The Academy and its staff is certainly a center of



*Hans-Herbert Jagla,
Executive Vice President of HR,
Volkswagen Chattanooga*

excellence in education and a benchmark training institution."

What difficulties do you encounter on a day-to-day basis?

"The largest difficulty faced on a daily basis is to ensure that our team members are appropriately challenged to improve their skills and knowledge. The variability of knowledge, skills and abilities of new team members is quite large in the States and our difficulty is always to deliver meaningful content that challenges them without being too easy or difficult. Another daily challenge is to structure the learning environment so that a positive working culture is established. In other words, we continuously work to establish a culture that represents a passion for detail that is required to produce a world-class Passat."



3. Robert Bosch LLC, Charleston, South Carolina – Bosch Apprenticeship Program

David Brown, Director of Human Resources, Robert Bosch LLC, describes the benefits of its Apprenticeship Program in Charleston.

“Training is a foundational element at Bosch. One of the primary training mechanisms for skilled labor in Bosch North American manufacturing facilities, including the company’s Charleston, S.C. plant, is the Bosch Apprenticeship program. Start of the program in Charleston dates back to the 1970s – the same time in which Bosch established its presence here. Allowing associates to learn new skills and advance their careers at the company, the program has trained more than 300 apprentices in 27 classes ranging in length from 2-3 years. The Apprenticeship program in Charleston was originally modeled after the program in existence at Bosch plants in Germany. Over time, the program has been modified to meet the local needs and align with the training requirements of the facility’s workforce. The average age of starting apprentices is 28 years and all apprentices possess manufacturing work experience.

The Apprenticeship program in Charleston has proven to be a reliable and consistent source for skilled technicians in our facility. Graduates from this program have enjoyed long careers as set-up mechanics, maintenance, electrical and engineering technicians, and a variety of supervisory roles. Apprenticeship program graduates



*David Brown,
Director of Human Resources,
Robert Bosch LLC*

have generally had much lower turnover rates. We have experimented over the years with other training means to develop skilled associates, but none have shown the overall positive outcomes of the Bosch Apprenticeship program.

I would advise other companies to build strong relationships with local technical or community colleges that can help provide

resources and assistance necessary to undertake this type of program. Schools such as Trident Technical College in Charleston, through their assistance and increasing familiarity with the requirements of the employer, can provide additional training and development solutions beyond training.” **GAT**



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*Aerial view of Robert Bosch LLC,
Charleston, South Carolina*

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Skilled Labor: Conditions for Investments, Manufacturing, and Economic Growth in the U.S.

Conference on October 3rd, 2011 in Washington, DC

The Representative of German Industry and Trade (RGIT) invites you to a conference on Skilled Labor: Conditions for Investments, Manufacturing, and Economic Growth in the U.S.

October 3rd, 2011 | 8:30 a.m. - 2:00 p.m.

Newseum

555 Pennsylvania Avenue Northwest
Washington, DC 20001

Breakfast and Lunch will be served

Welcome: Peter Ammon, German Ambassador to the United States
Opening Address: Dr. Martin Wansleben, CEO,
Association of German Chambers of Industry and Commerce (DIHK)

The conference will provide a perspective from the point of view of businesses on the need for a skilled work force in manufacturing as well as vocational and educational training (VET). Enterprises from both sides of the Atlantic will discuss the important role policymakers play to set up respective frameworks on a regional, state and national level.

We look forward to seeing you. A preliminary agenda and registration can be found on www.rgit-usa.com.

New Business Practice — Dual Education is advancing in the U.S.

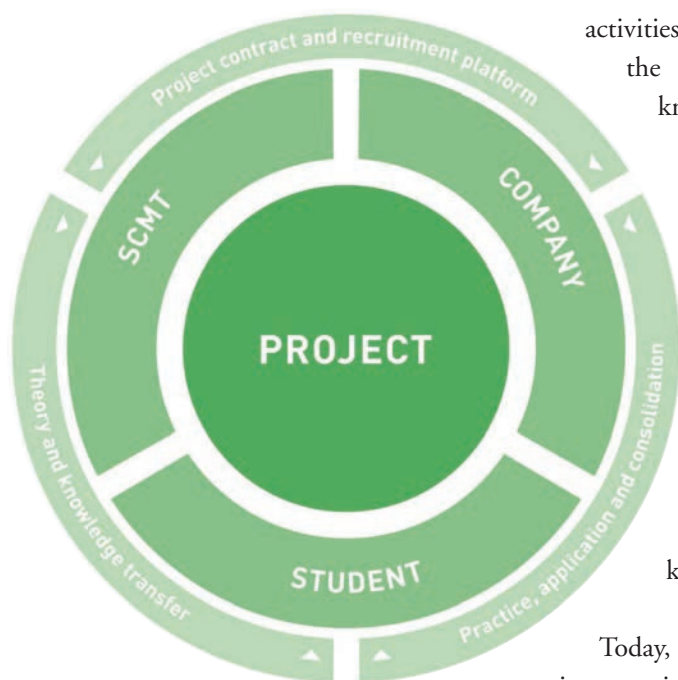
Steinbeis' Project Competence Concept



SCMT

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*The Project Competence Concept
addresses the need to bridge the
gap between theory and practice.*

Source: SCMT

Ferdinand von Steinbeis is considered the father of dual education and at the same time provided the framework in which trading and industrial activities were conducted in the German region now known as the state of Baden-Wuerttemberg. The economic policy maker from Wuerttemberg realized in the 19th century that employees of the future will have to have both theoretical knowledge and practical know-how combined.

Today, business is experiencing a significant change in personnel structure, which can be attributed to a dynamically growing business-political environment. The call for qualified personnel is becoming more audible as business success greatly depends on the selection,

motivation and development of employees and executives.

“It is not enough to know, one must also apply; it is not enough to want, one must also act.” This quote by Johann Wolfgang von Goethe describes today’s problem of knowledge and technology transfer. Are research findings and innovations developed in research facilities and universities being transformed into viable market products and services? This problem is being addressed in different ways.

High Demand for Practical Solutions

Education experts have always been pointing out the need to bridge the gap between theory and practice. Germany’s largest private, state-accredited university, Steinbeis University Berlin, has been addressing this need since its inception in 1998 through the Project Competence Concept, developed by its

“ In today's society, knowledge is the essential raw material for lasting success.

Effective knowledge transfer requires structures that support innovative approaches to teaching and studying. Our project competence concept is a direct response to the challenges posed by the knowledge society.”

**Prof. Dr. Dr. h.c. mult. Johann Löhn,
President, Steinbeis University
Berlin**



*Prof. Dr. Dr. h.c. mult. Johann Löhn,
President, Steinbeis University Berlin*

founding institute now known as the Steinbeis Center of Management and Technology.

All academic programs are based on the dual education principal. As part of the study requirements, students develop projects in cooperation with partner companies which they get to work on and realize in respective companies. The projects guarantee that students apply the theoretical knowledge acquired in the seminars directly to real-world problems and tasks. Different concentrations within the various majors allow for furtherance and development of the individual student's interests. During the project work, the student receives mentoring support by a Steinbeis faculty member as well as a company designee.

Win-Win Situation

This leads to a win-win situation for both company and student.

Both profit from the solutions developed during project and studies. The company can rely on Steinbeis' competence in problem solving and expertise in knowledge and technology transfer; the student gets to attack a challenging task with an academic foundation but in step with actual practice and thereby receives preparation for the career path ahead.

Among past projects are, e.g.: "Creation of Process Simulation for the Planning, Purchase and Assembly of Power Train Aggregates in Passenger Car Development" or "Supply Chain Security in the Context of Customs Regulations – Process Speed and Market Advantage." The latter project brought Steinbeis' partner company savings upwards of 3.6 million euros per year.

Project findings and results often mean significant financial savings for the partnering company.

Steinbeis Center of Management and Technology (SCMT)

Headquartered in Filderstadt near Stuttgart, Germany, Steinbeis Center of Management and Technology is considered an elite training center for skilled personnel and managers. Founded in 2003 as a network of leading institutes of Steinbeis University Berlin, all its transfer and application-oriented programs are based on the dual education principle. Besides accredited



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www.us.scmf.com

“ Steinbeis University’s Master of Business Engineering Program (MBE) has helped me to gain a global perspective of business. Working on case studies and business plans with other international students has been a valuable experience for both me and my partner company.”

Erin Johnson, MBE®
class of 2012



Erin Johnson, MBE® class of 2012

Bachelor and Master degree programs SCMT has the right to award doctorates. Partnerships with international universities in Austria, Japan, South Korea, Sweden and the U.S. add to its offering. With such a portfolio SCMT attracts not only recent high school and college graduates but also executives and entrepreneurs of all industries.

MBE® Program - From Filderstadt to Los Angeles

On account of one of its key partner companies operating around the globe, SCMT branched out to the U.S. in 2010 with its first offices in Los Angeles. Along with the expansion came the introduction of the FIBAA-accredited Master of Business Engineering (MBE)® to the U.S. market. Companies of all industries and sizes benefit not only from an innovative recruiting tool but the needed link between technical training and business knowledge and vice versa. It allows for project work in all fields of business, e.g., engineering, finance, operations, marketing, sales and human resources. **GAT**

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Young Technology Leaders Build Transatlantic Networks

Industry-Specific Encounters, German Language and Intercultural Capacity Building

When the German American Chamber of Commerce of the Midwest (GACCoM) presented the concept of a new program to the Goethe-Institut Chicago in 2010, it became clear that collaboration on this program had to happen. “Transatlantic Program-Young Technology Leaders” (TAP-YTL), the innovative endeavor that was first carried out by GACCoM in September of 2010, provides business and cultural interactions for its participants. Specifically, TAP-YTL offers intensive 8-day, industry-specific visits to Germany for young American leaders from the respective industry field. The series is designed to bring future decision makers from the U.S. and Germany together to build networks and promote transfer of know-how through content-driven encounters and experiences. After each trip, participants are integrated into the TAP-YTL Alumni Network to stay connected with each other and to the broader German American business community.

One of TAP-YTL’s most important objectives is to build long-lasting transatlantic relationships. German language competency and intercultural awareness are key factors to achieving this goal. Therefore, a basic knowledge of German and an interest in modern Germany are requirements that U.S. program applicants must demonstrate. A strong connection to the respective TAP-YTL topic is the other important prerequisite for a successful application. Given their respective areas of expertise, GACCoM and Goethe are thus logical partners for this program: while the Chamber’s mission is to further, promote and assist in the expansion of bilateral trade and investment between Germany and the United States, the Goethe Institut in Chicago is among 149 institutes promoting Germany’s culture and language worldwide.

A highly motivated group of twelve young Americans made their way to the Federal Republic



Information on TAP-YTL including the upcoming Water Management program (**application deadline: Wed, Sept. 7, 2011**) is available at www.transatlanticprogram.org.



The Federal Government

The TAP-YTL series is organized by GACCoM with the financial support of the German Federal Ministry of Economics and Technology (BMWi), which generously provides funding from its European Recovery Program (ERP).





Goethe-Institut Chicago German teachers Caroline Blank and Martina Gombas welcome TAP-YTL: Logistics & Transportation participants for a short intensive language course in May of 2011.

in the fall of 2010. The first TAP-YTL focused on “Sustainable Architecture & Urban Planning” and offered an array of interesting site visits, stimulating presentations and overall exchanges. Prior to departure, program participants had the opportunity to partake in a short intensive German language course generously provided by the Goethe-Institut Chicago. The class went beyond “German for everyday use” by familiarizing participants with the nomenclature and concepts native to the TAP-YTL program. To add the intercultural component to the training, Goethe Chicago connected GACCoM to the Goethe-Institut in Freiburg, where the trip started. The Freiburg institution provided a warm welcome and an insightful

intercultural seminar for the group. The program offered by Goethe provided participants a solid foundation for the rest of the trip. Highlights included a tour of Germany’s most sustainable neighborhood Vauban in Freiburg and a visit with renowned Behnisch Architekten. A heartfelt exchange with a group of students studying architecture and urban planning at Hamburg’s HafenCity University over a homemade lunch in their makeshift studio on the Elbe island Wilhemshafen also became one of the most memorable meetings for the group.

In early 2011, GACCoM went to work to put together their second TAP-YTL, this time on the topic of “Logistics & Transportation.” Right away, Goethe offered once

more to tailor a short intensive language course to the participants’ needs. Nine delegates made their way to the Windy City from places as far away as Salt Lake City and Oklahoma to take advantage of this great opportunity. After the preparation seminar in Chicago, the program kicked off in Germany at the Frankfurt Goethe-Institut with an intercultural training course, which complimented the industry-specific professional knowledge that participants gained during TAP-YTL: Logistics & Transportation. >>



To learn more about the Goethe-Institut Chicago, please visit www.goethe.de/chicago.

The short intensive language course for the 2011 TAP-YTL: Water Management program participants will be held Oct. 15-16, 2011 by the Goethe-Institut Chicago.



2011 TAP-YTL: Logistics and Transportation participants are all ears during one of numerous logistics facility and company visits in Germany

GACCoM is accepting applications for their third TAP-YTL until September 7, 2011. The focus for this round is on “Water Management” and the program will bring together 12 young U.S. leaders from the field to Ger-

many for an intensive program from October 30 – November 7. Participants chosen for the program will be able to explore Germany as the worldwide leading exporter of sustainable water technologies. Furthermore, they

will learn about its efficient water treatment and distribution infrastructure, optimized water-efficient industrial manufacturing processes, as well as gain an understanding for the country’s conservation-driven mindset and supporting legal and public policy frameworks. The Chamber and Goethe look forward to collaborate on yet another program that will help to build sustainable transatlantic ties in a field that is of global relevance and in need of young leaders. **GAT**

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From Physicist to Astronaut

Interview with Reinhold Ewald

Interview & article provided by The German Center for Research & Innovation (GCRI)



*Reinhold Ewald, Astronaut of the European Space Agency (ESA)
Photo: ESA*

Marking the end of an era, the last shuttle, Atlantis, returned from its final voyage on July 21, 2011. For 30 years, in 135 missions, the U.S. Space Shuttle Program brought 356 astronauts from a total of 16 countries, among them seven Germans, into space. In 1997 Reinhold Ewald, as a member of the second German-Russian mission, spent 19 days aboard the MIR Space Station. He performed experiments in biomedical and material science, and carried out operational tests in preparation for the International Space Station (ISS).

Born in 1956, Ewald studied physics at the University of Cologne, where he also received his PhD in 1986. As a young research associate at the German Research Foundation (DFG), his work focused on the structure and dynamics of interstellar molecular clouds, which are thought to be the birthplace of new stars. He is currently the

operations manager at the European Space Agency's Columbus Control Center in Oberpfaffenhofen, Germany.

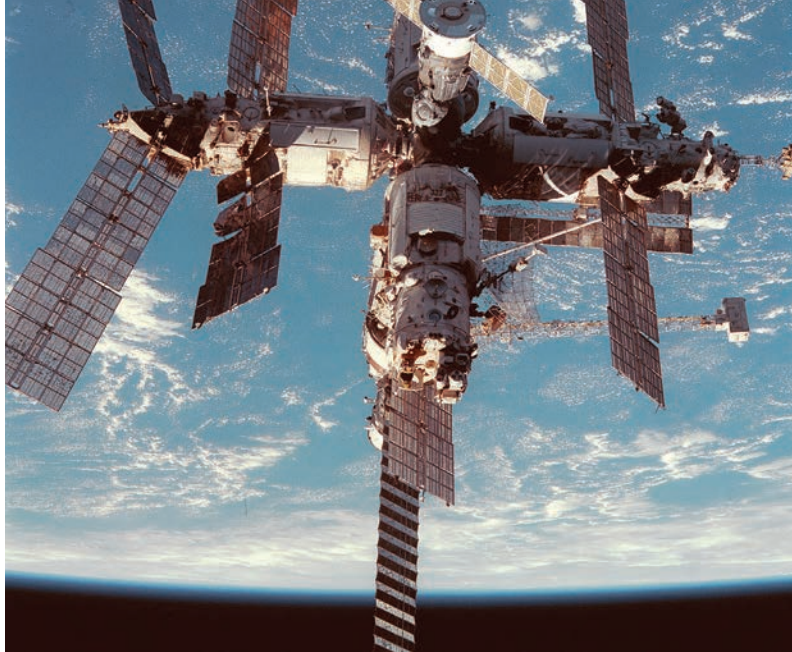
In this interview by the German Center for Research & Innovation (GCRI), Ewald discusses how research results obtained in space affect daily life on Earth and which technological innovations he wishes had existed 14 years ago. He also reflects on the end of the U.S. Space Shuttle era and shares his thoughts on space tourism.

Dr. Ewald, what are your thoughts on the end of the 30-year-era of the U.S. Space Shuttle program?

The U.S. Space Transportation System is looking back on great achievements and certainly has given human spaceflight the very dynamic development opportunities we have seen in near-Earth orbit until today. Contrary to the Apollo program, it has left a legacy enabling a sustained and useable presence of humans in space, namely the

ISS. This is definitely not the end of human spaceflight for the U.S. We Europeans join the U.S. in sending our astronauts to live and work in space in a truly international partnership, where tasks are distributed among the partners. For a certain amount of time the task of transporting humans to ISS will be left to our Russian partners.

The one thing we have learned is that spaceflight unfortunately remains a risk even with a versatile and powerful vehicle like a Space Shuttle. The Augustine Report from the Review of U.S. Human Space Flight Plans Committee clearly states the financial difficulties into which the Shuttle Program had come and its intrinsic risks. From there on it was logical to define an endpoint that followed full ISS assembly. Though I have never had the opportunity to fly on a space shuttle, hearing my colleagues' reports and seeing the marvelous documentaries



MIR Space Station.

can give the impression that a Golden Era has passed.

How can the results of research in space help improve daily life on Earth? Could you provide us with an example?

First of all, thank you for not putting research during human spaceflights under a lens requiring utilitarian justification. I am still very personally involved in one of the life science experiments from my mission back in 1997, where I underwent a strict metabolic control, from which we could derive a yet undiscovered effect: how the body under certain conditions stores sodium, a very important component to regulate body fluid volume and blood pressure.

When working in the ESA Columbus Control Center based near Munich, Germany, I can still follow how my fellow astronauts do controlled research on that effect. This gain of knowledge is of immediate use to the treatment of individuals with high blood pressure, one of the most widespread dangerous health conditions these days.

Another example is combustion: the process that keeps industry going and our western society moving. Even a little improvement here by observing in space the effects that are masked by gravity means immense savings, when multiplied by the number of daily combustion processes on Earth.

And I didn't even mention the chance to grow tissue samples for pharmaceutical tests, or the sheer joy of experimenting with exotic physical states of matter, plasma, and fluids. All this may start as an experiment done out of curiosity, but may well end as a readily applied technology.

What technological innovations exist for today's astronauts that you wished existed when you were up in space in 1997?

Communication is definitely the major difference between MIR and the ISS followed by the scientific and research potential that we now have on ISS. We Europeans used MIR, the negative experiences as well as the positive ones, as a precursor to improve our preparation for ISS. The use of satellite links with the U.S. Tracking and Data Relay Satellites (TDRS) system makes this difference. The experiment facilities could even be devised with the system's potential in mind.

Robotics to support extravehicular activities has also advanced excellently. There is plenty of electrical power available now-

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*Launch of the EuroMir-95 mission.
Photo: ESA*

days. Computers do fail from time to time, but here, as well as in other subsystems of ISS, international cooperation makes up for it by providing back-up solutions from the other partners. Last but not least, the transport fleet available with Progress, European ATV, Japanese HTV, and U.S.-launched commercial vehicles are coming soon.

A significant concern we had during the MIR times as well as today after the Space Shuttle retirement, is the problem of bringing things down to Earth. For crew transport, this is done by the Soyuz in its role as crew exchange vehicle, but the Space Transportation System's (STS) capacity to return objects to Earth is lacking. Experiments will have to rely on data transfer and on-board analyses of the results rather than expecting the specimen to be brought back to Earth.

What is your opinion on space tourism?

People tend to ask me about my sensory experiences (physical sensations) in space, not about the experiments that I did. So it would be unfair to keep people away from space just because they are going for their own pleasure and not with some government or agency objectives to explore, or perform technological research, or science.

Sub-orbital flights are an ideal solution to me. Once they have the same safety, standard it seems that the expenses in terms of fuel, launch, and flight operations are not grossly exaggerated in comparison to a first class transatlantic flight. When it comes to orbital flight and the velocity involved (7.5 km/sec in near-Earth orbit, some 17,500 miles/hour), the balance topples over. There is no personal justification in terms of ecology and social balance for spending the amount of chemical fuel needed today to put things into orbit just for the fun of the wealthy. In addition, current human launch systems and the orbital infrastructure have all been funded by societies as a whole. How do you calculate a payment that is truly offsetting these investments in cases where they are used for purely personal purposes?

Thank you, Dr. Ewald. GAT

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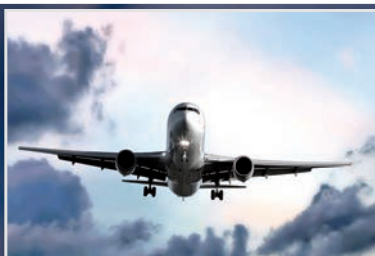
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3rd German American Wind Energy Conference

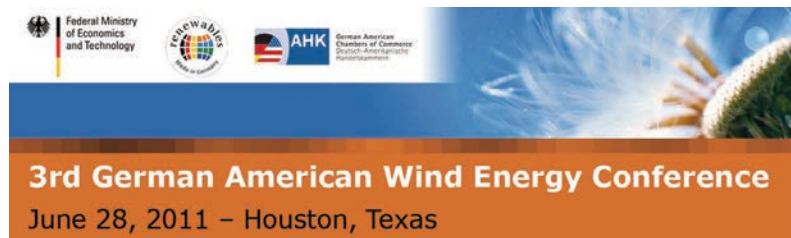
“Winds of Change: Challenges in an Ongoing Wind Boom in Texas” was the title of the 3rd German American Wind Energy Conference, hosted by the German American Chamber of Commerce of the Southern United States, Inc. (GACC South) on June 28 in Houston, Texas. The conference is dedicated to strengthening wind energy business relationships between the United States and Germany.

Texas is a key state in the wind energy market because of its distinct business environment. The state offers an exceptional combination of laws and conditions due to its unique history as an independent nation. Texas has been leading the American wind energy market with a cumulative installed wind energy capacity of 10,085 MW, which is well over

twice the capacity of the next state, Iowa (3,675 MW). The outlook for 2011 is promising; the industry entered the new year with over 5,600 MW of electric power currently under construction, well above the amount at the same time a year earlier.

The conference was part of a business trip program for German wind energy companies that was organized by the GACC South and supported by the Federal Ministry of Economics and Technology (BMWi). The conference attracted various local and global representatives of the wind energy industry such as Siemens, Pattern

Energy and Cal Dive. Well-known keynote speakers included former AWEA Director Randy Swisher and Patrick Woodson of E.ON Climate & Renewables. The German companies that participated in the business trip program were also presenting. Duallift (Hoisting Devices), INTORQ (Electromagnetic Brakes and Clutches), Plarad (Torque and Tension Systems), Vulkan Seacom (Condition Monitoring Systems) and Windkraft Nord (Development and Construction of Windfarms) showed why German engineering is considered among the leaders in the global wind energy market.



Speakers and GACC South Team at the 3rd German American Wind Energy Conference.

In addition to the huge potential in onshore wind energy, expectations are that Texas might be the first state in the nation to build offshore wind farms, which is creating awareness around the upcoming 2nd Texas Offshore Wind Energy Roundtable (TOWER) Conference, hosted by the GACC South on Oct. 3rd – 4th, 2011 in Houston, Texas (For more information see www.tower-conference.com)

“It is our strong belief that the networks and contacts that we manage to build up thanks to programs like this one are absolutely crucial and helpful to develop business in the American market. Plarad has been actively involved in the wind energy industry since the 1980s and over the past decades, Plarad has learned that establishing these relationships is a win-win situation for both us and our American partners.”

Petra Hemming,
Assistant to Managing
Director, Plarad

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White House Adjusts Industrial Policy:

US\$ 500 Million Funding for the "Advanced Manufacturing Partnership"

Government Aid to Help Universities and Industry Sectors Close Ranks

By Ullrich Umann (Germany Trade and Invest)

On June 24th, 2011, President Obama presented the Advanced Manufacturing Partnership and thus adjusted his industrial policy. It is hoped that as a result, more efficient fiscal and research policy structures will develop. The partnership initially focuses on energy research as well as nanotechnology and robotics. The government wants to cushion the entrepreneurial risk which has so far slowed down a speedy transfer of research results into production.

The U.S. administration is becoming more aware of the manufacturing industry again. After a decade of booming Internet business as well as the massive expansion in the service and financial sectors, but at the very latest since the most severe recession in 60 years hit in 2007, the government

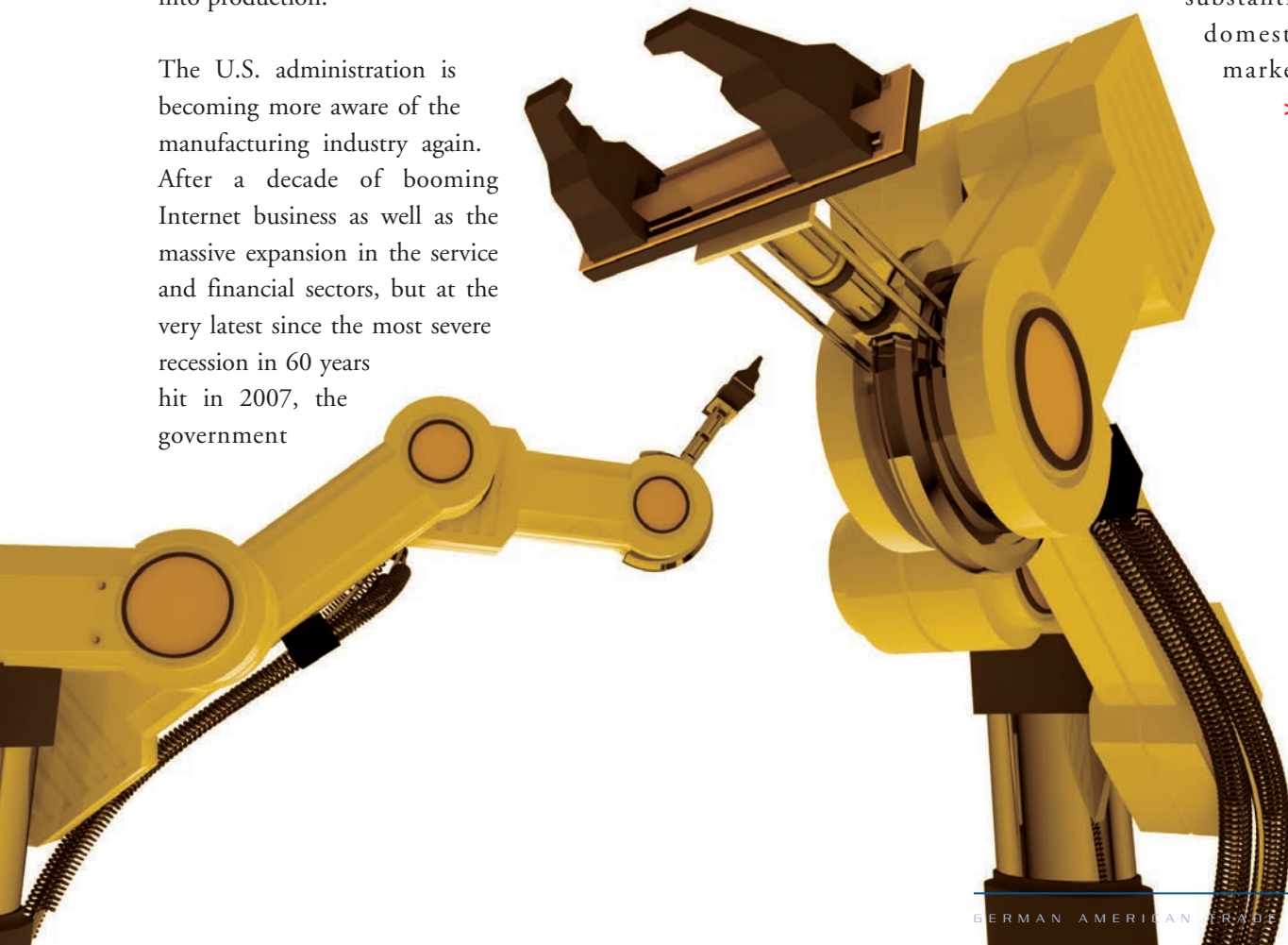
is searching for solutions to effectively counteract the economic, social and political ramifications of the crisis.

Curtailling foreign trade and budget deficits and unemployment – unusually high with a rate of 9.2% and still ongoing – seems to be difficult. While returning to the industry for creating new jobs, the government is also looking to further develop the manufacture

of innovative products. The lead in technology the U.S. used to have in many product groups – among others, in automation technology and robotics – has recently diminished or has even vanished altogether.

The U.S. still has the advantage to be the world's largest location for the secondary sector of the economy with a share of 20% in industrial production. The country also has a substantial domestic market.

>>





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In addition, Latin America's and Asia's economic activity as well as the current low external value of the U.S. dollar boost the exports in the manufacturing sector. However, making the transfer from research to production is seen as a bottleneck, and this is why valuable research results are piling up and remain untapped. It seems that in economically difficult times, the industry does not adapt and deploy many innovations produced by the research sector.

Against this background, the Advanced Manufacturing Partnership is seen as a first attempt to implement more efficient industrial, fiscal and research policy structures. Especially for this endeavor, existing research and industry programs were re-bundled, and as a result, the partnership now has a budget of \$500 million despite the government's need to economize. Starting immediately, these funds are to cushion the entrepreneurial risk that keeps companies to some extent from transferring research results into production.

It remains to be seen whether these funds will suffice to reach the ambitious goal. The Manufacturers Alliance (MAPI) fittingly calls these funds 'a mere down payment'. Budget constraints seem to be the reason why this program initially only focuses on energy research, nanotechnology and robotics. The development of innovative materials, the improvement in view of resource- and energy-efficient production processes as well as research in the area of modern energy storage were also explicitly mentioned.

In these areas, prominent examples are to be created, so-called beacons, to act as a guideline for the private sector industry, universities and the government. This basic concept hopes for the U.S. industry to play a leading role in innovation technology once again. The concept has a real chance to come to fruition – however, it will take some time.

As the brain and author of this partnership concept the President's Council of Advisors on Science and Technology (PCAST) was introduced to the public. The Advanced Manufacturing Partnership will be led by Andrew Liveris, Chairman, President, and CEO of Dow Chemical, and Susan Hockfield, President of the Massachusetts Institute of Technology. Various leading U.S. manufacturers, top U.S. engineering universities as well as the PCAST and the White House's National Economy Council have officially joined the partnership. **GAT**

*Translation from German by
Sandra Jones, GACC New York*



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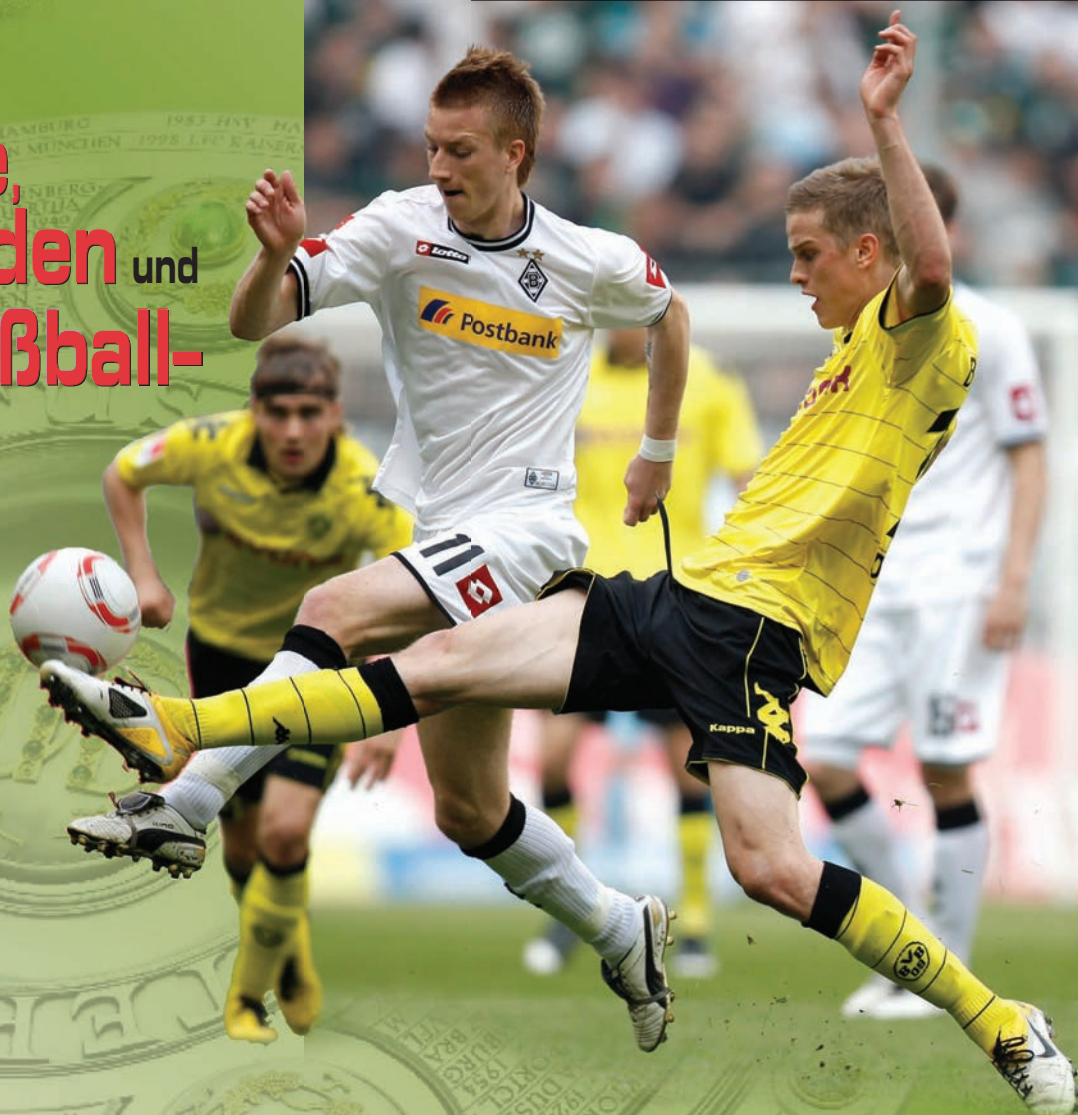
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By Corinna Ludwig


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IMMIGRANT ENTREPRENEURSHIP
IN THE 19TH & 20TH CENTURY
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(Franz) Rudolph Wurlitzer



Rudolph Wurlitzer
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During the late nineteenth century, Rudolph Wurlitzer managed to build a multimillion-dollar musical enterprise from a small retail store. The

Rudolph Wurlitzer Company's most famous products were the "Mighty Wurlitzer" theater organ and the jukebox, an icon of American consumer culture.

Rudolph was born in 1831 in the Vogtland region of Saxony. His future career in the musical instruments industry was not a coincidence. The Wurlitzer family had a long tradition of producing and selling musical instruments, and the musical instruments trade was one of the most important economic sectors of the Vogtland region. After graduating from school, Rudolph joined the family business but, perhaps because of a father-son conflict, emigrated to America in 1853.

According to company legend, an uncle gave the 22-year-old Rudolph \$80 for his passage to the U.S. After his arrival, Rudolph worked in a grocery store, as a door-to-door salesman, in a department store, and at Heidelberg & Seasongood Bank. Already by 1856, Rudolph had realized that he had a market advantage in the musical instruments sector. The typical business model involved a long supply chain – a retailer bought instruments from a wholesaler, who purchased from an importer. The importer, in turn, bought from a broker, who bought from a European purchasing agent, who dealt directly with manufacturers. To achieve any profit, a high retail price was needed. But Rudolph could buy wares directly from the producers – his family – and eliminate the middlemen. After only three years in the U.S., Rudolph was able to send \$700 to his father in Germany and received an array of instruments in return. He then sold the goods to a trader for a \$1500 profit. Still, it was not until 1859 that Rudolph quit his job at the bank to concentrate fully on his new enterprise.



A "Mighty Wurlitzer" theater console.

WURLITZER COMPANY RECORDS, ARCHIVES CENTER, NATIONAL MUSEUM OF AMERICAN HISTORY, BEHRING CENTER, SMITHSONIAN INSTITUTION

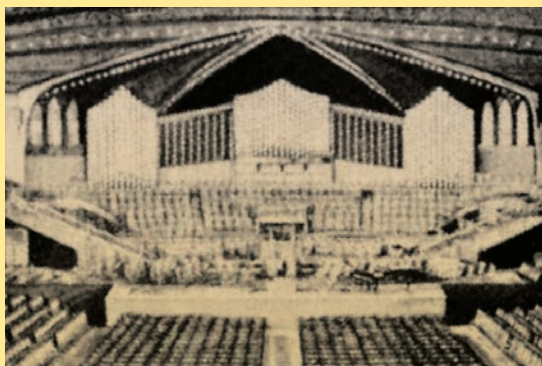
By 1860 Rudolph was operating a retail store in Cincinnati, and that same year he signed his first contract with the U.S. Army. Many of the instruments played in the Civil and Spanish-American Wars bore the name Wurlitzer. For the first fifty years, the Wurlitzer Company was primarily a wholesale, distribution and retail business, with production playing only a minor role. But as mechanized instruments became increasingly important entertainment products, Wurlitzer expanded operations and the firm became more and more involved in the sale and production of automatic musical devices. The company partnered with the German-born Eugene DeKleist, a maker of barrel organs for carnival rides, and

together they developed the successful Wurlitzer Tonophone, a coin-operated automatic piano. After a few years of partnership, DeKleist lost interest and Wurlitzer bought his factory, founding the new corporation Rudolph Wurlitzer Manufacturing Company in 1909.

The Rudolph Wurlitzer Company made progress in the related field of mechanical organs when it bought an insolvent enterprise owned by the organ builder

Robert Hope-Jones in 1910. Hope-Jones worked meticulously on a special organ: the so-called "One Man Orchestra" – the "Mighty Wurlitzer." It was a pipe organ equipped with brass trumpets, tubas, clarinets, oboes, chimes, xylophones, drums, and more. With the advent of silent movies, the "Mighty Wurlitzer" became an instant success, as it accompanied films with a musical soundtrack.

Although Rudolph Wurlitzer died in early 1914, his company continued for the next 50 years under the leadership of his sons, Howard, Rudolph and Farny, though not without difficulties. Wurlitzer was hit by a period of hardship during the economic depression of the 1920s and 1930s. Sales declined and >>



"Mighty Wurlitzers," Ocean Grove Auditorium, New Jersey. Seating capacity 10,000.



At Brisbane, Australia, horse-drawn drays paraded the "Mighty Wurlitzers" to the Prince Edward Theater

WURLITZER COMPANY RECORDS, ARCHIVES CENTER, NATIONAL MUSEUM OF AMERICAN HISTORY, BEHRING CENTER, SMITHSONIAN INSTITUTION

interest in coin-operated and conventional instruments was overshadowed by the expansion of radio and sound film. In an attempt to boost sales, Wurlitzer retail stores expanded their product line to include radios, refrigerators, and washers. This, however, was an unsuccessful venture that ended in the mid-1930s when R. C. Roling was hired as manager. Roling stopped unprofitable productions, sold many of the company's stores, and moved the headquarters to Chicago in 1941.

In addition to the reorganization, it was a new product – the jukebox – that helped Wurlitzer survive the Depression. When Prohibition ended in the early 1930s, an untold number of bars opened throughout America, providing seemingly endless new clients for the music box industry. Wurlitzer took the leading position in the jukebox production market. In fact, by the end of 1937, the Wurlitzer Company was said to have made half of all jukeboxes in America, and when it stopped its production of jukeboxes in 1974, the company had sold more than 750,000 of these machines. Today the subsidiary Deutsche Wurlitzer – owned by Gibson Guitars since 2006 – still builds jukeboxes and employs over 260 people worldwide. The U.S.-based Wurlitzer Company was purchased in 1985 by the Nelson Group.



Cincinnati store, 1898

While the company history can be reconstructed, information about Rudolph Wurlitzer's personality and private life remains sparse. He has been ascribed the stereotypical character traits of the entrepreneur – ambitious, intelligent, diligent – and was known for being frugal. Although Wurlitzer occasionally entertained guests, his everyday life is described as quiet and modest. In 1868, Rudolph married Leonie Farny and together they had six children. The Wurlitzer family retained at least some German customs, including the language and some culinary traditions. Rudolph also maintained a network in Germany, taking frequent busi-

ness trips – often with his son Howard – to his homeland. According to his obituary, he had maintained the habit of visiting the company's headquarters almost daily up until his death. **GAT**

CONTACT INFO

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WASHINGTON DC

This article is an excerpt from a new project at the German Historical Institute Washington DC. **Immigrant Entrepreneurship: German-American Business Biographies, 1720 to the Present** will feature a collection of 250 biographical articles of 1st & 2nd generation German-American business people along with contextual information and a wealth of visual material.

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Pennsylvania

The State of Innovation

On the East Coast of the United States, within 805 kilometers of 40 percent of the U.S. population and 60 percent of Canada's population, and only a few hours' drive from Washington, DC and New York City, Pennsylvania has a

prime location. With the 18th largest economy in the world, Pennsylvania's continued success as an economic powerhouse has been ensured by the careful structuring of policies, legislation, and private sector support.



Independence Hall in Philadelphia, PA

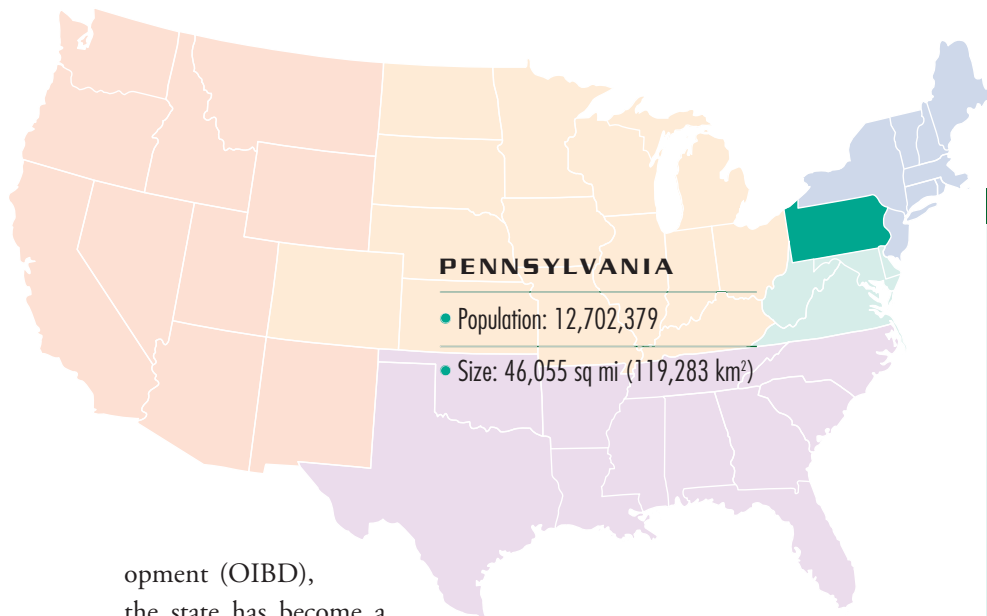
Approximately 25 percent of Pennsylvanians are of German descent, making it the state with the second largest German population in the United States. The United States' oldest German Society is located in Pennsylvania. Philadelphia is home to a chapter of the German-American Chamber of Commerce, and there are Honorary German Consuls in both Pittsburgh and Philadelphia. Making up over 13 percent of foreign investment in Pennsylvania, Germany is one of Pennsylvania's top investors. It ranks second after the United Kingdom for total number of firms and total number of jobs in Pennsylvania.

Industry Strengths and a Diverse Economy

Pennsylvania has a diverse economy with a variety of strengths in life sciences, advanced materials and manufacturing, business services, high technology, and energy. The critical mass of educational and research institutions, along with established industry clusters in these sectors, and strategic support from the state government and local and regional partners, has helped Pennsylvania maintain stability and growth during challenging financial times.

Attracting International Companies

Led by the Pennsylvania Department of Community and Economic Development's Office of International Business Devel-



PENNSYLVANIA

- Population: 12,702,379
- Size: 46,055 sq mi (119,283 km²)

opment (OIBD), the state has become a leader in cross-border projects and is one of the nation's fastest growing exporters, thanks to its global network of overseas offices which cover more than 50 markets worldwide. Foreign-owned firms account for 12 percent of Pennsylvania's manufacturing employment. Major international companies including Siemens, Bayer, B. Braun Medical, SAP, Bosch, and others have found a place in Pennsylvania's vibrant business community.

Since the late 1990s, the OIBD has helped companies to navigate the system of doing business in Pennsylvania and abroad. Pennsylvania has been able to accomplish this through its global network of offices, including trade and investment offices in Berlin and Münster. Working with the OIBD and its partners, international companies can learn about setting up and operating a business in Pennsylvania, taxes, immigration, site selection, real estate, and legal issues. The OIBD can also assist with gathering market

intelligence and making initial introductions for companies to potential partners and others engaged in their industry across the state. Additionally, the OIBD provides Pennsylvania firms with export assistance and can help companies conduct distributor searches, vet potential business partners, and learn about international markets for their products.

Workforce and Education

With a high-quality, educated workforce of over 6 million, Pennsylvania knows a quality workforce is a critical component of business competitiveness. Companies in Pennsylvania acknowledge its workforce as one of the best. Pennsylvania has an extensive range of customized job training programs and partnerships, many of which specifically target the key industries in the state. Grants for workforce training are also widely available for businesses choosing to locate within the state. >>

CONTACT

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The commonwealth is home to 4 of the nation's top 50 universities – the University of Pennsylvania, Carnegie Mellon University, Lehigh University, and Pennsylvania State University; 8 of the top 50 liberal arts colleges; 3 of the top 50 business schools and two of the top 50 law schools. These educational institutions produce Pennsylvania's hardworking and dedicated workforce that is ready to tackle the challenges in a variety of industries.

Supply Chains and Infrastructure

In addition to its manufacturing expertise and dedicated workforce, Pennsylvania's advanced infrastructure helps it build a successful supply chains. The state's location gives companies access to the U.S. East Coast and Midwest. Four of the top 10 logistics metros in the U.S. Northeast are located in Pennsylvania, while 6 out of 10 major

U.S. markets lie within a 805-kilometer radius of Pennsylvania's capital. Inside this radius lies access to vital markets that encompass 45 percent of U.S. manufacturers and 41 percent of the nation's domestic trade and service industries.

The Port of Philadelphia provides access to the Atlantic Ocean, while the Port of Erie offers a connection to the Great Lakes. The Port of Pittsburgh is the second largest inland port in the U.S. and opens opportunities to ship to the Gulf of Mexico and the Atlantic Ocean, as well as the Pacific Ocean through the Panama Canal. Pennsylvania's modern freight railroad system is comprised of 69 operating railroads and ranks fifth in the nation in total track mileage with 8,280 kilometers. The state boasts six international airports and 16 scheduled service airports servicing over 24 million passengers

and moving nearly 800,000 metric tons of cargo annually. Pennsylvania's extensive highway system includes more than 193,212 kilometers of highway, and nearly \$3.5 billion is spent annually to build and maintain roads and bridges.

A True U.S. Leader

The state's efforts are designed to enhance the state's economy by providing the capital, infrastructure and talent necessary to create and retain high-paying, highly-skilled technology jobs. Pennsylvania's approach to economic development seeks to leverage its manufacturing expertise, skilled labor force, cutting-edge academic and research institutions, and advanced infrastructure to provide fertile ground for business growth. Pennsylvania truly lives up to its name as the *State of Innovation*. **GAT**



Skyline in Pittsburgh, PA



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by David Campbell
Director of Climate Change,
Energy and Trade Policy
dcampbell@rgit-usa.com

Can the National Export Initiative Power Obama to a Second Term in 2012?

Within hours of signing the Budget Control Act of 2011, President Barack Obama announced that the White House would resume its full-court press on creating jobs. The National Export Initiative (NEI), announced last year, will play an important role in revitalizing the U.S. economy by expanding U.S. exports to established markets and by opening new markets for U.S. goods, products and services.

The objective of the NEI is to double U.S. exports in five years (2010-2014) to create and/or maintain 2 million American jobs. This requires average annual growth of just under 15%.

The Trade Promotion Coordinating Committee (TPCC), Chaired by Gary Locke, outgoing Secretary of Commerce, recently issued its "2011 National Export Strategy (NES): Powering the National Export Initiative". Obama hopes that a robust U.S. economy, stimulated in part by the NEI, will help "power" him to a second term.

The Status Quo

Thanks in large measure to an abnormally low base year (2009), the NEI has started quickly. In 2010, U.S. exports totaled \$1.8

trillion, a 17 percent increase over 2009. Per the U.S. International Trade Commission, U.S. exports support 10 million jobs, including 4 million jobs at small-to-medium-sized enterprises (SMEs). While these are impressive statistics, the on-the-ground reality has not changed as quickly.

There are 30 million business enterprises in the United States. Most are SMEs. Only about one percent of all U.S. businesses export. Of those that do export, nearly 60 percent only export to one country, 83 percent export to between one to four nations. NAFTA-members Canada and Mexico constitute the lion's share of those foreign markets. A small increase in the fraction of U.S. companies that export would have a substantial effect on exports. The White House, and Congress, are taking aim at SMEs.

Go Abroad SME!

In July the House Committee on Small Business held a hearing to examine why so few SMEs export, despite the benefits associated with international commerce. Officials at the U.S. Department of Commerce and the Small Business Adminis-

tration explained that many small businesses lack the knowledge, resources or capital to engage in international transactions.

According to the Census Bureau, of the circa 290,000 SMEs that export, 38 percent have less than 20 employees, and 50 percent have less than 49 employees. More than 20 U.S. federal agencies play a role in the export process. While the TPCC is responsible for coordinating the export promotion and financing activities of the federal agencies, small businesses may be overwhelmed by the complex structure of U.S. export policy. The Administration seeks to institute an umbrella trade policy that better organizes the activities of the respective agencies and departments.



The Small Business Administration (SBA) has received increased funding to enhance the ability of small businesses to compete in foreign markets. The SBA administers the State Trade and Export Promotion (STEP) pilot initiative, which provides competitive grants to states to support export promotion activities.

The Export-Import Bank (EXIM) is the official export credit agency of the U.S. It provides financing – direct loans, working capital guarantees, insurance, letters of credit – in support of U.S. exports. Up to 20 percent of the EXIM's current lending capacity (\$100 billion) must be made available to SMEs.

2011 NES Priorities

The NES documents progress on implementing the 70 recommendations that were presented to Obama in last year's report. Thirty-one of the recommendations were implemented in 2010. For instance, the Departments of Commerce and State recruited more foreign buyers to visit U.S. trade shows. Last December, as recommended, the Department of Commerce launched the Renewable Energy and Energy Efficiency Export Initiative (RE4I) to boost clean technology exports. Finally, relative to 2009, in 2010 TPCC agencies conducted more trade missions with a greater number of participating companies.

The TPCC agencies have identified four priorities for 2011: collaborate with states, metropolitan areas, and border communities; encourage exports by U.S. technology vendors in high-growth sectors; improve measurement of U.S. services exports; and dismantle trade barriers, especially by ratifying the three pending free trade agreements with Colombia, Panama and South Korea.

Conclusion

While the Administration is devoting considerable resources to the NEI, the U.S. economy remains precarious. Unemployment continues to hover near ten percent. The monthly jobs data continue to fluctuate. In many areas American housing prices remain depressed. It is unclear how the capital markets will respond in the near- and medium-term to the U.S. national debt and budget situation, and to other problem spots like Greece, Ireland and Portugal.



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On behalf of U.S. business enterprises and American workers, the Administration seeks to expand trade with longstanding partners and to establish relationships in emerging markets. It remains to be seen if improved global economic ties will deliver votes next November. **EAT**



2011 NES available at: www.trade.gov/publications/pdfs/nas2011FINAL.pdf.



Intangible Assets with Tangible Value:

Protecting Intellectual Property Rights of Entities Doing Business in the United States

In the current economic climate, businesses can be expected to place an even greater premium on protecting their assets than in boom times. The resources providing value to a business increasingly include intangible “intellectual property” such as trade secrets, patents, copyrights and trademarks. It is of signal importance to identify potential intellectual property and determine how best to protect it. The first step is understanding how intellectual property rights are attained, what they cover and how and where they can be enforced in the United States. Our focus here is on trademarks and copyrights.

U.S. Trademark Basics

Generally speaking, a trademark is something that distinguishes the source of goods or services from that of another. Thus, a trademark can be a company name or logo used on a company website, a distinctive shape or color of a particular good, or anything that uniquely identifies and links a particular good or service to a specific source. The strength and value associated with a trademark depends on the distinctiveness of the mark and the reputation and goodwill established by the business using that mark.

Two main methods exist for attaining trademark rights in the United States. The first is by using a particular mark in trade or business and the second is by filing an application in the United States Patent and Trademark Office (“PTO”). Applications can be based on use or a bona fide intent to use the mark in the future. Once an entity adopts a trademark, the letters “TM” should be affixed to the item being trademarked to give notice to others. Once the mark is actually registered, this symbol should be changed to an ®. A registered trademark can be renewed as long as it remains in use and has not become generic or diluted so that it no longer identifies its source.

Although not required, it is extremely beneficial to register a trademark with the PTO. The main advantage is that it gives the holder nationwide rights even if the mark is used only in certain areas of the United States. Generally, if a lawsuit is filed



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against an infringer the registrant can seek damages for lost profits or for damages to its reputation.

Additional steps must be taken to protect a mark internationally, namely, by filing applications in each country of interest. This process has been somewhat streamlined since the United States became a party to the Madrid Protocol, which enables registration for foreign trademark protection in multiple foreign countries (who are signatories to the Protocol) via submission of one application to a central body known as the World Intellectual Property Organization. Notably, to file under the Madrid Protocol applicants must first register in their home country. It is important to consult an expert in international trademarks to determine the most effective manner for a U.S. registrant to enforce its rights in other countries.

VANDENBERG & FELIU LLP

U.S. Copyright Basics

Businesses involved in visual arts, software fashion, film and music should be keenly aware of copyright issues. A copyright attaches to any “original work of authorship” such as books, newspapers, advertisements, television shows, photographs, and computer software. The copyright in a protectable work arises upon the creation of a work in a fixed form. A copyright is owned exclusively by the author or creator of the work, unless it belongs to the creator’s employer because it was created by an employee within the course of employment or by a consultant who by agreement prior to creation granted rights to the employer. Currently, a copyright covers a work for a finite period of 70 years plus the life of an author (unless the work is deemed a “work-for-hire”) and is not renewable. Upon creation, a copyright notice © can be affixed to the work identifying the name of the owner and year of first publication, and stating “all rights reserved.” The copyright owner has many exclusive rights to the work, such as the right to make and sell or license copies, publicly perform or display it.

For U.S. plaintiffs (including foreign businesses operating in the United States), copyright registration is a prerequisite to filing a suit for infringement. Relief available in such a suit can include an injunction stopping the infringement and money damages that may consist of the copyright owner’s lost profits and any additional profits received by the infringer. Moreover, if the copyright at issue was registered prior to any infringement, the owner may be entitled to “statutory damages” ranging from \$750 to \$30,000 per copyrighted work infringed (which can be increased up to \$150,000 if the infringement was willful) and attorneys’ fees.

As valuable resources that can generate revenue streams and ensure brand loyalty copyrights and trademarks should not be forgotten assets. It is incumbent upon the owners of a business to identify their intellectual property and take the necessary steps to protect it both nationally and, where applicable, internationally. **GAT**

Global Real Estate Consultants

Commercial Real Estate Services: European-Style

Global Real Estate Consultants, a new player in the international real estate market, made its worldwide debut last year as a provider of European-advisory-style commercial real estate services.

A major trend among large U.S.-based corporate real estate service providers has been to start offering more advisory services. “The benefits of strategically connecting these large capital assets to your company’s operational needs are quite significant and measurable”, says company principal Steven Maxson. “Having the same team develop and then implement a strategy creates efficiencies and other benefits, but can also create conflicts of interest when brokerage drives decision making”. A common client con-

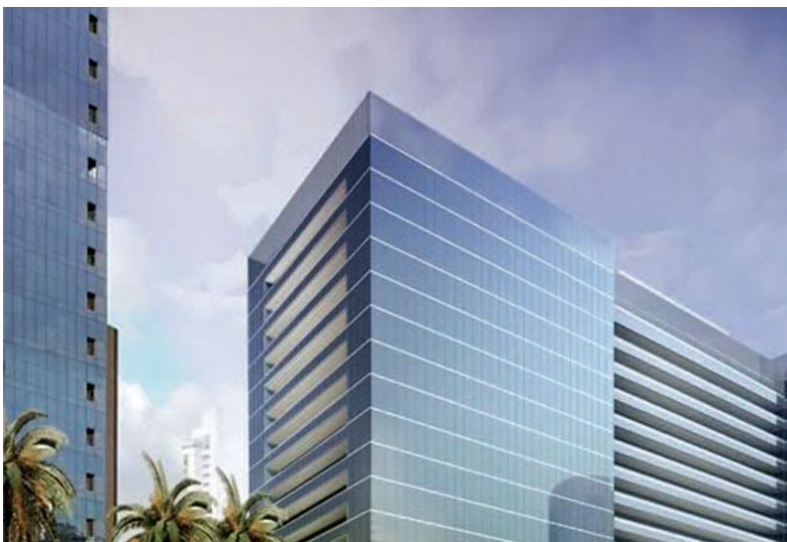
cern heard throughout the industry is that brokerage fee-driven recommendations are often not in their best interest.

“It is not uncommon for brokerage firms in Europe to structure their fees in ways that avoid such conflicts of interest”, states Erich Struzyk, who has a European background. “We can also structure our fees in similar ways, which is rare in the U.S. Our clients really appreciate our open book approach, which aligns their goals with our compensation, often supplemented by other success metrics”. Whether other providers follow suit remains to be seen.

The founders of Global Real Estate Consultants have worked many years for the big global

players in Europe and the U.S. “Many large corporations in the United States rely on the names and reputation of these global players only”, says Erich Struzyk. These large commercial real estate firms hand their global assignments to their respective in-country offices, where there is no accountability or guarantee as to who will work on the client’s projects. The size of the requirement will determine if a junior or senior broker will conduct the local work. Besides tenants and users, all of the large, U.S.-based real estate firms represent landlords and investors, which is often the base for conflicts of interest.

There have been many cases where U.S.-based firms pay way above local market rents outside the U.S. because local brokers use their “global mandate” as a tool to “convince” landlords to pay generous brokerage fees, which are calculated into the monthly rent. Since some remote locations do not appear in any Global Market Report, many firms believe that they are paying market rent, when in fact they are paying highly inflated prices. Most recently, Global Real Estate Consultants was able to save a European-based pharmaceutical company in the U.S. eight million dollars by providing them with realistic market data and comps. The client first contacted a U.S.-based global



The above rendering is a building in Sao Paulo in the district Faria Lima. The building is called “Pátio Malzoni” – where we are currently representing a U.S. based financial services company. The building has approximately 17,000 square meters of space.



The “Naberezhnaya Tower” in Moscow has 268.40 meters and was considered the tallest building in Europe with ±17.000 square meters of space on 61 floors – until the “Moscow Mercury City Tower” (due to be completed in late 2011) will rise up 322 meters with 70 floors.

real estate brokerage firm, who provided inflated data in order to increase their brokerage fee. Such fees are typically based on a percentage of the negotiated rent, which in itself represents a conflict of interest.

About Global Real Estate Consultants

Global Real Estate Consultants offers leading-edge corporate real estate advice, including site selection, portfolio, asset, brokerage transaction and workplace strategies.

Global Real Estate Consultants are “local experts” and offer more than just resources within a network. We leverage the expertise of global “best-in-class local resources” - including independent consultants, economic

development agencies, municipalities and other key components in order to provide an unrivaled, unbiased, and comprehensive solution. The global team mainly consists of former senior in-house corporate real estate executives with a wealth of experience and proven track record for initiating, leading and delivering property solutions throughout the world. We provide complete transparency for all projects anywhere around the globe as tenant-only representatives. We do not work for landlords and therefore avoid conflicts of interest inherent in the brokerage market. Global Real Estate Consultants has provided unique solutions that their clients were not able to obtain from any other provider *at any price*.

Recently, Global Real Estate Consultants started negotiations to form a strategic partnership with a U.S.-based real estate firm, which would provide Global Real Estate Consultants’ clients direct access to best-in-class independent advisors in the U.S. Likewise, Global Real Estate Consultants will handle all of the international requirements of that new partner’s global client base.

Global Real Estate Consultants has recently completed projects for **Boehringer Ingelheim** in California, **Castle Investors** in New York, and **AFLAC** in Michigan. Internationally, we have just completed projects



The above picture is the “Kingdom Centre” (also called also called AL-Mamlka Tower) in Riyadh where we represented a U.S. based law firm.

The building was the winner of the 2002 Emporis Skyscraper Award for best design.

for Charterhouse in Paris, **PWC** in Baghdad and for **Cirrus Logic** in Tokyo. Currently, we are working on projects in Cairo, New York, Frankfurt, Moscow, Miami, Sao Paulo, San Francisco, Buenos Aires, Mumbai, Seoul, Kuala Lumpur, Jakarta and Shenzhen.

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Holzfuss International

Taking care of groups in Berlin since 1996

Groups traveling abroad always face difficulties. We are talking about a different country, different customs and different attitudes. For groups, Holzfuss International takes the hassle out of planning to help the costumers focus on what they really want: Meetings, sightseeing, business and leisure. Everything you need to know is only one phone call away.

Entrepreneurship for the demanding traveler

Holzfuss International was founded by entrepreneur Dirk Holzfuss back in 1996. He was one of Berlin's top agents for group bookings.

His passion for elegant accommodation and traveling in style is still the benchmark of his company. The company's concept - seemingly an easy one, but awfully difficult to realize: To establish reliable services for group travel. Holzfuss International focuses on bus groups, business conferences and demanding groups of senior travelers.

The company takes care of the complete package from organizing, finding the best places to stay to sightseeing tours and anything else a group asks for. "Today, groups do not only have different needs but also highest demands when it comes to leisure trips or business meetings. We cater to all these needs. We know our hotels and we realize that there are always so many things one has to take care of. We know exactly what groups want and we



always aim at tailor-made solutions at a competitive price“, stresses Dirk Holzfuss.

Tailor-made solutions

He and his team can offer the most competitive prices since they cooperate closely with hotels in Europe. After some 16 years in the business, Dirk Holzfuss has been able to establish close ties and reliable partnerships with some of the premium hotels for groups. There is no anonymity. Dirk Holzfuss' staff know all the hotels and the services and can therefore utilize their knowledge to encompass all the individual needs of a group. “Every group is different and has its own needs. My staff and I always try to cater to their needs instead of selling the same place over and over again. Service is the secret of our success”, explains Dirk Holzfuss. The tailor-made service and innovative ideas give the company the cutting edge.

Service is imperative

There is even more to Holzfuss International: It is not only the staff's knowledge and connections, it is also their devotion to their customers. Whenever there

is a question or a need for help, just call the hotline in Germany at +49 (30) 49766712.

Holzfuss operates one of Berlin's most successful group accommodation and conference services, some of Berlin's best sightseeing tours and offers access to Europe's most fascinating events.

If you are planning to visit Berlin, hold a conference in some of Berlin's most prestigious hotels, give the experts a call! Call Holzfuss International.

Success with innovation and great care

Dirk Holzfuss founded his company in 1996. He grew up in the multi-cultural and contemporary former U.S. sector of West Berlin and knows not only his city but also a great number of places to go to in the world. He is a traveling and conference professional and today owner of Berlin's most successful group agency - Holzfuss International. Even after so many years spent traveling, Dirk Holzfuss still is fond of a change in climate. He keeps exploring the world and is a regular visitor of Cape Cod, MA. **GAT**

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www.holzfuss.com

 <p>EVENT CALENDAR</p> <p>September 8 – November 7, 2011</p>	<p>Sept 8</p> <p>Business Seminar with Rödl & Partner</p> <p>Held by GACC South Atlanta, GA www.gaccsouth.com</p>	<p>Sept 8</p> <p>EACC Event: Business Luncheon with Joaquin Almunia</p> <p>Held by GACCNY New York, NY www.gaccny.com</p>	<p>Sept 8</p> <p>Business Bagels: “How to Get Headhunted”</p> <p>Held by GACCoM Chicago, IL www.gacc.com.org</p>	<p>Sept 13</p> <p>Luncheon Roundtable: German/U.S. Cross Border Tax and Estate Planning @ Alston & Bird LLP</p> <p>Held by GACCNY New York, NY www.gaccny.com</p>	<p>Sept 14</p> <p>U.S. Recovery: Charting a course in treacherous waters - Dinner and presentation hosted by Commerzbank and the GACC South</p> <p>Held by GACC South Atlanta, GA www.gaccsouth.com</p>
<p>Sept 20</p> <p>“After Hours” Business Networking @ HBSS</p> <p>Held by GACC South Atlanta, GA www.gaccsouth.com</p>	<p>Sept 20</p> <p>GACCONNECT — Business Networking “Stammtisch”</p> <p>Held by GACC SF San Francisco, CA www.gaccsanfrancisco.com</p>	<p>Sept 21</p> <p>HR Roundtable @ BayernLB</p> <p>Held by GACCNY New York, NY www.gaccny.com</p>	<p>Sept 21</p> <p>YEC Stammtisch</p> <p>Held by GACCoM Chicago, IL www.gacc.com.org</p>	<p>Sept 22</p> <p>New Member Reception @ Duravit</p> <p>Held by GACCNY New York, NY www.gaccny.com</p>	<p>Sept 22</p> <p>“Meet the CEO” and International Networking Event</p> <p>Held by GACC PHL Philadelphia, PA www.gaccphiladelphia.com</p>
<p>Sept 22</p> <p>Business Networking Luncheon</p> <p>Held by GACCoM CO Chapter Denver, CO www.gaccco.org</p>	<p>Sept 23 – Oct 10</p> <p>Germany’s Best & Oktoberfest</p> <p>Held by German American Services, Inc. Chicago, IL www.germanys-best-and- oktoberfest.com</p>	<p>Sept 26 – Oct 7</p> <p>Energy Efficiency Innovation Seminar “Logistics & Transportation”</p> <p>Held by GACCoM Chicago, IL www.gacc.com.org</p>	<p>Sept 27</p> <p>7th Germany California Solar Day</p> <p>Held by GACC SF San Francisco, CA www.gaccsanfrancisco.com</p>	<p>Sept 27</p> <p>Factory Tour @ Hettich America, L.P.</p> <p>Held by GACC South Atlanta, GA www.gaccsouth.com</p>	<p>Sept 27</p> <p>2nd Annual German American eMobility Forum</p> <p>Held by GACCoM Southfield, MI www.gacc.com.org</p>
<p>Sept 28</p> <p>Lufthansa Cargo - Exclusive behind the scenes tour</p> <p>Held by GACC South Atlanta, GA www.gaccsouth.com</p>	<p>Sept 29</p> <p>E-Mobility Conference</p> <p>Held by GACC South Atlanta, GA www.gaccsouth.com</p>	<p>Oct 3</p> <p>Conference on Skilled Labor</p> <p>Held by RGIT Washington, D.C. www.rgit-usa.com</p>	<p>Oct 3 – 4</p> <p>2nd TOWER Conference</p> <p>Held by GACC HOU Houston, TX www.gaccsouth.com</p>	<p>Oct 6</p> <p>Oktoberfest Networking Reception</p> <p>Held by GACC SF San Francisco, CA www.gaccsanfrancisco.com</p>	<p>Oct 6</p> <p>Business Seminar with Ernst & Young</p> <p>Held by GACC South Atlanta, GA www.gaccsouth.com</p>
<p>Oct 6</p> <p>EACC Fall Networking Event</p> <p>Held by GACCNY New York, NY www.gaccny.com</p>	<p>Oct 8</p> <p>Munich Swing Stars @ STATS</p> <p>Held by GACC South Atlanta, GA www.gaccsouth.com</p>	<p>Oct 11</p> <p>European Social Mixer at the Glenn Hotel</p> <p>Held by GACC South Atlanta, GA www.gaccsouth.com</p>	<p>Oct 12</p> <p>CDS International Reception</p> <p>Held by GACC South Atlanta, GA www.gaccsouth.com</p>	<p>Oct 18</p> <p>German American Offshore Wind Conference</p> <p>Held by GACCNY New Jersey www.gaccny.com</p>	<p>Oct 19</p> <p>YEC Stammtisch</p> <p>Held by GACCoM Chicago, IL www.gacc.com.org</p>
<p>Oct 19 - 27</p> <p>Das Haus - Innovation in Renewables and Energy Efficiency</p> <p>Held by GACC South Atlanta, GA www.gaccsouth.com</p>	<p>Oct 20</p> <p>Atlanta World Showcase</p> <p>Held by GACC South Atlanta, GA www.gaccsouth.com</p>	<p>Oct 12</p> <p>MI Chapter Unity Day Reception</p> <p>Held by GACCoM MI Chapter Rochester, MI www.gaccmi.org</p>	<p>Oct 24 – 28</p> <p>BioEnergy Business Delegation & Conference</p> <p>Held by GACCoM Madison, WI www.gacc.com.org</p>	<p>Oct 30 – Nov 7</p> <p>Transatlantic Program - Young Technology Leaders “Water Management”</p> <p>Held by GACCoM Germany www.transatlanticprogram.org</p>	<p>Nov 1</p> <p>FOCUS: Smart Grid II</p> <p>Held by GACCNY New York, NY www.gaccny.com</p>



Navigating cultural differences to keep your business afloat

By Pamela Jackson
and Morgan Moretz



This text is an online blog excerpt from:
<http://howwesink.wordpress.com>

Chill out.

Dearest German friends and colleagues, stop being so damn serious. Like really, quit. Lighten up. Laugh. Spin around in your office chair a couple of times, throw a smiley face in at the end of your email, anything.

In the process of writing an entirely different article for this installment of How We Sink, we ran across an article on BBC about how the Knigge Society, a group which advises on etiquette and social behavior, has called for kissing to be banned in the workplace. Now, they're not talking about uncomfortable-to-witness displays of affection (we would be supportive of something like that, too), but the Knigge Society proposes that the practice of kissing another on the cheek as a greeting should be banned from the workplace.

They are also proposing that if people don't mind it ("it" being the kissing), they should announce it with a little paper message placed on their desk. The culmination of the call to ban kissing is the mention that

in Europe, there is a "social distance zone" of 23 inches (60 cm) that should be observed. Um, quick question — who measured this?! What happens if we completely mess up and move in an extra 2 inches? Social faux pas of the year, surely.

As an added bonus, the Knigge Society has also put in their two cents on how to properly end a relationship via text message. No, really. They did that. We're seriously wondering if we can just combine the two and let people know, via text message as they approach us, that we don't want to be kissed on the cheek. Maybe they should write an official statement on that as well.

Our point this time is simple: it ain't that serious, folks. We all like laughing when stereotypes are fulfilled in real life, but as an American, calling a German and getting a very dry "Absolutely not. Goodbye," after we've laid on the most charming greeting we can muster gets really old

after the 15th time. An email stating "Please terminate my subscription. Regards," is a kick to the stomach. Where's the smiley face? Can we just get a smiley face!?

Laughing is good for your health. Conversely, stress shortens your life. And even if this way of acting doesn't stress you out, it sure stresses us out, so quit. We're not asking you to come to work in a silly tie. You don't have to make funny faces at us. Actually, we'd really prefer that you don't. But you can smile. You can be pleasant. It won't hurt your business reputation. We'll trust that you can still be efficient and professional without being a gray cloud on our otherwise sunny day. **EAT**



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