

GERMAN AMERICAN TRADE

MAY/JUN 2012

**Ingrid Hofmann,
Founder of Hofmann Services
"From Orchids to
Full Service Staffing"**

**New Top 50 Ranking
of German Firms in the U.S.:
Breaking the \$300 Billion Barrier**

**"Anything but Dirty" –
21st Century Manufacturing Jobs:
Komet of America**

**car2go North America
Daimler's New Carsharing Service**

**Welcome to the C-Suite
Interview with Linda S. Mayer
Schott North America**

GACC · 75 Broad Street, 21st Floor · New York, NY 10004 · USA

May/Jun 2012 • Vol. 23 • No. 3 • \$5.00



German American
Chambers of Commerce
Deutsch-Amerikanische
Handelskammern



REPRESENTATIVE
of German Industry + Trade



The new shape of information

We want you to see the world and all of its details - with a new design, a new television lineup and a new website. All with the structure and reliability that Germany's international broadcaster has embraced since day one.

Go to www.dw.de and explore for yourself

German Companies in the U.S. Intensify Top-Line Growth

Dear Members and Friends of the German American Chambers of Commerce,

German companies in the United States have again had an excellent start with the first quarter of 2012 and are on their way to continue this path throughout the remainder of the year.

The annual presentation of the German American Chambers of Commerce's **Top 50 Ranking of German Firms in the United States** again shows the Daimler Group as the largest German company, benefiting, of course, from the continued boom in the automobile industry in this country.

In this year's ranking the top three alone account for more than 23% of the total sales of these top 50 German companies (\$318 billion). Quite remarkable, the top 10 German employers together create more than 278,770 jobs on this side of the Atlantic.

2012 certainly looks again like another great year for German companies in the U.S. as a vast majority of these organizations expect continued growth, an increase in R&D investments as well as an expansion of their workforce in the United States, as the new Top 50 Ranking of German Firms in the U.S. indicates.

German companies remain confident that the United States continues to be a solid location for investments as they expect double-digit growth in revenue within a continuing



*Caroll H. Neubauer
Chairman of the German American
Chamber of Commerce, New York
Chairman & CEO of B. Braun
of America Inc.*

economic recovery. Other important factors include the focus on developing advanced products, and to extend manufacturing capacity to match their expected increase in revenue. The majority of German companies investing in the United States are now also developing and implementing training programs for current and future employees to meet their long-term demand for a well-qualified and skilled workforce.

We, at the German American Chambers of Commerce, are grateful for the opportunity to help German-American businesses grow and prosper, offering our support and services such as market analysis, legal & tax assistance and of course networking with members of the German-American and European business communities and more.

We are at your service!

Very truly yours,

Caroll H. Neubauer

■ TRANSATLANTIC TICKER

German American Company News 4

■ COVER STORY

Hofmann Services –
From Orchids to Full Service Staffing 8

■ SPOTLIGHTS

Anything but Dirty: Komet of America 12
Messe München:
From the Trade Show Floor to Exporting 14
Peter Mueller takes Stihl
in the U.S. to another Era 16
car2go North America
Daimler's new Carsharing Service 26

■ SPECIAL REPORT

Top 50 German Firms in the U.S.
Breaking the \$300 Billion Barrier 21

■ STATE SPECIAL

Oregon – Sustainability,
Profitability and Livability 28

■ WASHINGTON UPDATE

Taking the Temperature on Redistricting 32

■ MEMBER PROFILES

Warburg – A Higher Standard 34
Highroad –
A Lesson from the Space Program 36

■ WELCOME TO THE C-SUITE

Interview with Linda S. Mayer,
Schott North America 40

■ EVENT CALENDAR

Events & Delegations: May/June 2012 41



Discover



German World Magazine!

The only **bilingual** German-English publication in the US.

■ The perfect read for your German-learning employees and bilingual families!

■ All feature articles in English & German. Editorial focus on all things German in the US.

■ Company subscription rate: \$99/year for 10 copies per issue.

■ Call us now at (323) 876 5843 or contact us at trade@german-world.com

■ **Special subscription rate for readers of "Trade": Only \$15/year!**

For regular updates and event announcements visit
www.german-world.com

German World Magazine,
PO Box 3541, Los Angeles CA 90078 - USA

ADVERTISEMENT

U.S. States enact so-called "Amazon Tax Laws"

With the increasing significance of the Internet, the business landscape in the U.S. is changing. Online retailers are becoming more important compared to retail offline; they are challenging regular retailers in a price war. Up until now, online retailers have often been on the winning end of this war due to a tax loop hole - they did not have to charge their customers any sales tax or use tax. Several U.S. states now want to enact new laws to counteract the current situation.

>> www.gtai.de

2G-Cenergy opens first U.S. plant

A new factory to manufacture biofuel energy generation systems in St. Johns County, Florida, is expected to create about 125 direct jobs, but hiring won't start until early June. 2G-Cenergy Power Systems Technologies, a subsidiary of the German manufacturer 2G Energy AG, will open its first foreign plant in St. Augustine, FL, to manufacture clean energy generation systems for large industrial operations in North America.

>> www.sustainablebusinessoregon.com

Germany posts strong Q4 exports despite crisis

Goods made in Germany have lost nothing of their attractiveness on global markets despite ongoing financial worries. German exports picked up again in the final quarter of 2011, as fresh data show. German exports rose by 5.6 percent in the final quarter of 2011 year-on-year, the German National Statistics Office (Destatis) reported. The goods shipped abroad in that period totaled 269 billion euros (\$357 billion).

>> www.dw.de

What works in Germany and the United States for Jobs and Growth

Together with the Aspen Institute Program on Manufacturing and Society in the 21st Century, The Representative of German Industry and Trade (RGIT), and The German Center for Research and Innovation (GCRI), and in cooperation with the German American Chambers of Commerce, the German Embassy is sponsoring a conference on May 16 called, Manufacturing, Innovation, and Workforce Training: What Works in Germany and the United States for Jobs and Growth. This conference will bring together leading representatives from government, industry, and academia to explore the ways manufacturing is an engine of growth and job creation in the U.S. and Germany.

>> www.germany.info

UL to acquire wind energy measurement leader DEWI GmbH

UL, a world leader in advancing safety and headquartered in Camas, WA, has entered into a definitive agreement to acquire DEWI GmbH, a world leader in wind energy measurement and testing services, from the German state of Lower Saxony. Additionally, UL has agreed to acquire a 50.8 percent stake in DEWI GmbH, an accredited certifier of onshore and offshore wind facilities. Founded in 1990 to support Germany's emerging wind energy industry, DEWI GmbH has expanded rapidly from a local research and development resource to an international leader in measurement services, microsite, research and education, as well as technical and economic advisory services.

>> www.marketwatch.com

Fluor named North America engineering partner for BASF

Fluor Corporation announced that Germany-based BASF has chosen the company as its engineering partner for chemicals capital projects across North America. BASF has awarded Fluor, an umbrella services agreement, for an undisclosed contract value. Services provided on projects covered by the agreement will include conceptual and front-end engineering and design, detailed engineering, procurement, project management and construction management services.

>> www.marketwatch.com

Berlin-Brandenburg to showcase eMobility internationally

According to a decision of the German government, Berlin-Brandenburg was chosen among 23 applicants to act as an international platform to showcase eMobility. Berlin as an international metropolis and metropolitan area paired with Brandenburg as an energy and territorial state will now join forces together with the German government, industry and research to further promote the topic of eMobility in the capitol region in various joint projects.

>> www.emo-berlin.de

Germany reaches one sustainable energy goal, sets another

Having reached the goal of using 20 percent sustainable energy, Germany is now targeting another area for sustainable development: heating. Germany has set a goal of having 14 percent sustainable heating by 2020 - and is backing that goal with 500 million euros.

>> www.germany.info

Germany still top EU Investment spot for American companies

Germany has quickly become the leading investment destination in Europe for foreign companies and even with the current economic problems spreading in Europe, Germany is still holding strong. The American Chamber of Commerce in Germany released its findings from this years AmCham Business Barometer and found that American companies saw only slight decreases in revenue from Germany in 2011. It's important to note though that this comes after an unusually high year in 2010.

>> www.germanpulse.com

IHS acquires BDW Automotive GmbH

IHS Inc., headquartered in Englewood, CO, the leading global source of information and analytics, announced that it has acquired German BDW Automotive GmbH, a leader in the development of information and planning systems and intelligent processing of vehicle databases for the automotive industry, for approximately \$8 million. According to the company, the acquisition will significantly expand its capabilities in the automotive dealer and aftermarket data and systems market. As a specialized service provider to the automotive industry, BDW Automotive supports leading manufacturers, suppliers, service providers and financial companies worldwide in the development of new sales potential, the optimization of production capacities, and the reorganization of sales networks.

>> www.marketwatch.com

Max Planck Institute & Princeton University: Joint Research Center

Shirley M. Tilghman, the President of Princeton University, and Peter Gruss, President of the Max Planck Society, signed the agreement for the establishment of the new joint research center at Princeton University, the Max Planck Princeton Research Center for Plasma Physics. Consul General Busso von Alvensleben and Joann Halpern, Director of German Center for Research and Innovation, joined the Max Planck and Princeton University scientists for the signing ceremony. The Max Planck Princeton Research Center for Plasma Physics will promote the exchange of scientists, in particular junior scientists.

>> www.germany.info

Hartford buys back \$2.43 Billion in securities from Allianz

Hartford Financial Services Group Inc. agreed to pay \$2.43 billion to buy back securities it sold to German Allianz in the depths of the financial crisis. The agreement allows Hartford to replace \$1.75 billion of debt it owes to Allianz - which was yielding the German insurer 10% a year - with new debt at a lower cost. A number of insurance analysts predicted that Hartford could save \$40 million to \$75 million in interest expenses annually. Hartford will also pay Allianz \$300 million to buy back warrants that entitled the German insurer to purchase 69.4 million shares of Hartford's stock for \$25.32 each.

>> www.wsj.com

ThyssenKrupp Presta Terre Haute, LLC announces \$22 million expansion

The Indiana based firm, a leading manufacturer of steering systems for the automotive industry, will create 120 new jobs with 3 new assembly lines. The expansion reflects increased existing customer orders from original equipment manufacturers (OEMs), and new contracts with several major auto companies.

>> www.thyssenkrupp.com

GM plans to close European plant

General Motors appears to be losing patience with its ailing European subsidiary Opel. According to media reports, the U.S. carmaker plans to close up to two plants in Europe. Bochum in Germany and another plant in Britain apparently top the list for the cuts. The future of General Motors' European subsidiary Opel has been in doubt frequently in recent years. GM almost sold Opel in 2009 but backed away from the deal at the last moment. Recently, however, there have been rumors of plant closures in Europe as a result of GM's frustration with mounting losses at Opel.

>> www.spiegel.de

Barnes & Noble incorporates in Germany

Just as Amazon is launching a new version of the Kindle in Europe, one of its big competitors is taking one more step in its bid to enter the European market: Barnes & Noble has incorporated a new company, Barnes & Noble Digital Media GmbH, in Germany. Apart from the fact that having a digital presence is essential for any bookseller looking to take a piece of growing revenues for e-books, expanding outside of the U.S. market is crucial for B&N if it wants to get more scale for the Nook ó an important part of attracting more developers to the ecosystem and also improving its margins on the tablet. Currently the Nook only has around a 3.5 percent share of the market.

>> www.techcrunch.com

German Bioenergy delegation visits Maine

A group of five bioenergy companies from around Germany traveled to Portland, ME to learn about the local market and build partnerships. With the support of the German Federal Ministry of Economics and Technology (BMWi), the German American Chamber of Commerce, Inc. (GACC) introduced the group to a variety of companies active in the region and toured various sites of interest. Highlights from the trip included a networking conference hosted by the Maine International Trade Center, a visit to a biomass power plant at Livermore Falls, and a Reception featuring fresh Maine lobster at DiMillois on the Water.

>> www.renewableenergyworld.com

Chicago to open Tourism Office in Germany

Chicago strives to achieve 50 million visitors annually by 2020 by opening three new tourism offices abroad, including one in Germany. Chicago Mayor Rahm Emanuel announced that the city would open said offices this year in order to attract more international tourists to the Windy City. Chicago currently is ranked number 10 nationally in terms of international visitors. New York City and Los Angeles are at the top of this list.

>> www.germany.info

Hark Orchids to invest five million Dollars in Michigan

A German flower company, headquartered in Lippstadt, will invest approximately \$5 million to establish its first orchid facility outside of Germany in Michigan. According to Michigan's governor, Hark's choice of Michigan for its first U.S. facility tells others across the globe that Michigan holds great opportunities for their business expansion. Founded in 1904, Hark Orchids is a family-owned company offering hybridization, cultivation and propagation of orchids. Hark plans to establish a 30,000 square-foot lab and climatic chambers facility, investing approximately \$5 million. The investment will create up to 80 jobs in the next three to five years.

>> www.wnem.com

German copycats clone amazon.com

Germany's Samwer brothers, known for cloning American companies' business models and launching copycat versions abroad, have some bold new source material: Amazon.com, the world's biggest online retailer. The recently launched rip-off site, Lazada.com, even replicates Amazon's layout. The brothers have already cloned the likes of eBay, Zappos, Pinterest, Fab, Airbnb, and Groupon, and made more than \$1 billion in the process. Most of their targets were smaller, U.S.-focused startups with limited resources at the time the Samwers discovered them. Seattle-based Amazon declined to comment.

>> www.businessweek.com

AIAG partners with VDA to offer German quality training to U.S. automotive companies

AIAG announced that it has partnered with VDA, the German Association of the Automotive Industry, to offer VDA's quality training programs in the United States. AIAG, a not-for-profit, member-supported organization that works with a wide range of manufacturing companies and service providers to help them operate at peak performance, adds the VDA training to its expansive list of course offerings on quality and it will allow North American suppliers to become more globally competitive with certification in German quality standards..

>> www.marketwatch.com

U.S. data breach notification laws

In the digital age, companies have to face new challenges. Digitally stored customer information are at the center of interest for data thieves and will have to be protected accordingly. Lawmakers in individual U.S. states are reacting to this and have created the corresponding regulations.

>> www.gtai.de



Follow the Ticker on Twitter

>> [www.twitter.com/GACCNewYork](https://twitter.com/GACCNewYork)



Subscribe to the Transatlantic Ticker via RSS Feed

>> www.gaccny.com/en/news/transatlantic-ticker/

Visit us on the web at

>> www.transatlantic-news.com



WHO WILL COME OUT ON TOP THIS YEAR ?

Exclusive cartoon for German American Trade by Heiko Sakurai www.sakurai-cartoons.de

From Orchids to Full Service Staffing



From left to right: Trevor B. Gillies, Business Development Manager for IK Hofmann USA Inc., Mrs. Ingrid Hofmann, Founder/Owner & CEO of IK Hofmann GmbH, Dr. Karlheinz Wunner, President & CEO of IK Hofmann USA Inc.

Simple Beginnings

In 1985, Ingrid Hofmann, a young business woman in Nuremberg, Germany, had to decide whether to grow orchids in South Africa or open a staffing agency. Due to the political circumstances in South Africa she decided to open up a staffing agency. Twenty-seven years later this decision proved to be very successful.

Developing from Ingrid Hofmann's small start-up, I.K. Hofmann GmbH currently employs 25,000 temporary workers in five countries with more than one hundred branches worldwide. Ingrid realized very early that temporary employment and staffing agencies would contribute greatly to the economy. This entrepreneurial vision led to her appointment as the '2002 Entrepreneur of the Year' in Germany, rewarded her the Order of Merit of the Federal Republic of Germany in 2007, the Medal of Merit of the State of Bavaria for her achievements in the Bavarian economy in 2006 and led to her appointment by the Federal Minister of Labour and Social Affairs as a member of the Board of the Federal Employment Agency in Germany.

In addition to her entrepreneurial activities you also have to give credit to Ingrid Hofmann for a modern understanding of the role of female entrepreneurs and how to achieve a work-life balance - something which is still on her agenda today.

"In 2011, we saw a **rising demand for a flexible workforce** not only with our German clients but also with our American clients."
 – Dr. Karlheinz Wunner, CEO Hofmann Services

The state of temporary workers in the USA

When German investments in the southeastern part of the United States started to grow and remained stable, the decision to open up a U.S. company, - I.K. Hofmann USA, Inc - was very simple. "In 2007, Atlanta, Georgia was the first round pick for our U.S. headquarters. Having a long-time city Partnership between Nuremberg and Atlanta made a few things easier for us, but it was extremely crucial to us that Atlanta has all the business and logistics infrastructure you would expect from a major city," says Dr. Karlheinz Wunner, President & CEO of IK Hofmann USA. The company's first years in the U.S. were exciting, challenging and successful. Within two and a half years the company established branches in Chattanooga, TN, Greer, SC and Mobile, AL and moved to One Glenlake in Sandy Springs, where the U.S. Headquarter is located.

Even at the peak of the economic crisis, the company faced a growing demand for temporary labor and permanent staffing solutions. Dr. Wunner stated, "It seems to be natural for companies feeling uncertain about where the economy and their specific industries are headed to put more flexibility in their workforce and hire temporary employees instead of committing to hiring permanent employees. This process has not yet stopped.

"In 2011, we saw a rising demand for a flexible workforce not only with our German clients but also with our American clients. Since the economic cycle of the staffing industry is typically a leading indicator for the economy, I would consider this to be a good sign for Hofmann Services in 2012."

"The quality of our services is important, first of all for us, but more important – to our clients that rely on our service level. This reliability is the reason for us to have our company periodically audited in order to get an unbiased feedback for not only what we do, but how we do what we do".

This commitment is also one of the most important critical success factors for a company that operates in a business that has been undergoing some major changes throughout the last years, and there have been many of them. It is not only the ongoing change of employment laws in different states but also the impact of federal politics which make it hard to forecast on how this industry is going to look like in the future.

And the market is about to change. "We are facing some serious variations on the workforce" says Trevor Gillies, Business Development Manager of Hofmann Services. "Job opportunities are declining in middle skill level jobs, whether it is clerical, administrative or blue collar production workers, however, high skill and high wage jobs are growing."



Hofmann Services offices are located at One Glenlake Parkway, Atlanta, Georgia.

According to the U.S. Bureau of Census there will be a shortage of 1.2 million workers with Bachelor's Degrees or higher until the year 2020. For Dr. Wunner this is a tremendous opportunity for a company that has a long history in high skilled workers. This polarization of the workforce is only one piece of all structural changes the staffing business is facing. Telecommuting from home in order to cut costs, the impact of Social Media and shorter recruiting cycles seem to be a big challenge for the whole industry and make it necessary to refocus on the core-competences of a company.

And the outlook is good. The penetration rate of the U.S. with staffing services is 1.4% (i.e. 14 out of every 1,000 employees are employed by staffing agencies) and ranked 6th worldwide. Even countries like Belgium, France or the Netherlands have a much higher penetration rate. Dr.



Trevor Gillies, Business Development Manager of Hofmann Services

Wunner states that "this gap is more or less likely to be filled within the next decade."

This projection is based on the fact that unemployment is more likely to decrease as companies become more flexible in how to handle their workforces. "In addition, we see a growing number of companies that do not want to deal with HR regulations, workman's compensation rates and audits and do not want to have a lot of overhead dealing just with HR."

I.K. Hofmann USA

From its very beginning, Hofmann Services has been based on two core principles: being a committed full-employment service provider for its

*"Job opportunities are declining in middle skill level jobs, however, **high skill and high wage jobs are growing.**" – Trevor Gillies*

clients and matching its employees with opportunities that maximize and build upon their skills to the needs of its clients.

On Hofmann Services beginnings in the U.S., Dr. Wunner stated, "since we are a preferred partner of many light industrial and automotive companies in Germany, we simply wanted to follow our clients. They expect us to provide them with the same level of customer service they are used to receiving in Germany."

When being asked about the future of Hofmann Services Dr. Wunner states, "our company is strategically positioned very well for the next years. We have a good set-up in the southeastern part of the U.S. where we see a lot of potential. If you just take into consideration the major investments in the southeast in the last two to three years, whether by American or Non-American companies, this adds up to an easy two-digit billion dollar amount. These companies need to find temporary and permanent staff in order to set-up their production, and this is where we can provide our service for these companies.

"In addition, our mother company has some expansion plans too. Since we are already an interna-

tional company we have to face the fact that international companies don't want to deal with different people and negotiate with different business units. With IK Hofmann being present in more and more countries worldwide and dealing with a lot of international customers with different production facilities all over the world, it seems to be necessary to have our own department for international key accounts, whether for American, German, British or Austrian companies. This is the next logical step for our growing business."

In the meantime, Hofmann Services is developing its current branches. "We just hired two more internal people for our Carolina branch to capture all of the opportunities there. Also in the Chattanooga area, where German companies have invested over \$2.0 billion since 2010 and still investing we are currently expanding our permanent team." ■

Contact Details

IK Hofmann USA, Inc
1 Glenlake Parkway, Suite 925
30328 Atlanta, GA
678-382-6330

>> contact@hofmann-services.com
>> www.hofmann-services.com



Globe
Inventor: Martin Behaim
Germany, 1492

Overview. Made in Germany. Beyond all borders.

The globe helps to capture the world at a glance. Landesbank Baden-Württemberg supports you in the global competitive environment and wants to be your preferred partner in the key financial centers all over the world. LBBW New York Branch is your gateway to the US Financial

Markets and provides tailor-made solutions and a wide range of products and services for subsidiaries of small and medium sized German companies. Partnership begins with a good talk: Please contact our German Desk at +1 212 584-1700 or visit us at www.LBBW.com

Landesbank Baden-Württemberg

LB  BW

Anything but Dirty

21st Century Manufacturing Jobs

KOMET of America

With approximately 220 employees in North America, KOMET of America Holding is the largest subsidiary of the KOMET Group®, a manufacturer of highly engineered metalworking tools headquartered in Besigheim, Germany.

The Schaumburg, IL facility manufactures standard and custom-engineered drills, reamers and other hole making tools for preeminent clients in the automotive, aerospace, energy, agricultural, and general machining industries among others. Competing at the global level with very large, mass-production focused organizations, but also at the local level with small, low-cost production facilities, KOMET must strive to achieve the shortest possible lead times, consistent on-time deliveries and flawless quality.

The company does so by constantly investing in new, technologically-advanced equipment, providing training for its workers, and promoting team work. KOMET prides itself on the long tenure of its employees, with several veterans cumulating 20, 25 and even 30 years with the company. Not a small feat considering that KOMET is celebrating its 30th anniversary in the U.S. in 2012! One of the challenges it faces is to meld this rich experience with continuous improvements and adaptation to state-of-the-art manufacturing processes in order to maintain its leadership position.

Starting in 2009, the company took advantage of the economic downturn

to conduct Kaizen activities with the objective to implement a cell-based production process. Each team, or cell, is responsible for an entire production process, and for meeting and

improving specific time, productivity and quality metrics.

On top of instilling responsibility and accountability, the cell-based



The KOMET of America facility in Schaumburg, IL 80,000 sq. ft. of production and 34,000 sq. ft. of office space



The well-organized production floor at KOMET of America



Some of the drills manufactured at KOMET of America

production process helps develop more skilled workers. VP of Production Thorsten Wardemann comments: "Each individual is cross-trained on several machines within their cell and they constantly learn from their peers. They understand the whole production process, are involved in problem solving in a team environment and can tackle production planning at the cell level."

When walking the production floor at KOMET – a clean, well-organized environment which resembles a tech center – one cannot miss the ubiquitous Q-Punkt signs sprinkled throughout. "The Q-Punkt, or Quality Points are meeting points for members of a production cell to congregate, look at their metrics, and discuss how to improve them" explains Wardemann. They are a component of the cell-based production process which helps KOMET implement a culture based on the values of entrepreneurship; information; com-

petence, trust and tolerance; and delegation. Wardemann adds: "A supervisor becomes more a trainer or a coach than boss. It is more about participation and delegation than pure authority."

But how does all of this translate into a real competitive advantage for KOMET? A recent example is a cell which worked on a Kaizen project to cut throughput time from an average of 30 to currently 4 days. The initial initiative brought the throughput time to 5 days, but then the Q-Punkt metrics showed that it slowly climbed back up to 8, 11, and 12 days. Recognizing the negative trend, the team got together and devised improvements that brought the numbers back down to 4 days, with the ultimate goal set at 3 days. In parallel, delivery performance went from mediocre before the project to 100% on time in a recent week.

Such results and the culture of cooperation that is prevalent at



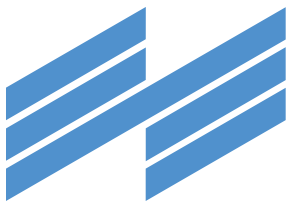
Team members engage in cell meetings on a regular basis

KOMET allow the company management to have a bright outlook on the future. Dr. F.- Hans Grandin, President & CEO, summarizes it in the following words: "KOMET owes a substantial part of its remarkable success to the continuous improvement culture created during the economic downturn. We kept more people on board than the numbers were telling us to, because we had that vision of using the slow-down to work on improving our operations. We invested time and resources to working on the business, and we did so as a team with our employees. Consequently, we emerged with much quicker reaction times and excellent reliability that have helped us generate extraordinary growth. Now we need to stay focused on continuously improving our efficiency even further in order to master our growth." ■

For more information
Visit >> www.komet.com

From the Trade Show Floor to Exporting

Messe München's Director of the U.S. Office, Jennifer N. Liehn, speaks to GAT about customer needs and the concept of USA Pavilions



Messe München International

With around 40 trade fairs for industrial goods, consumer goods and new technologies, Messe München International (MMI) is one of the world's leading trade fair companies. Currently, MMI organizes 14 leading international trade fairs, including the largest trade fair in the world, the bauma. The German American Chamber of Commerce, Inc. New York has been acting as the official U.S. Representative of MMI for eight years, serving an estimated 8,000 exhibiting and visiting companies.

GAT: Is it typical for a German trade fair company to be represented by a German Chamber of Commerce?

Jennifer Liehn (JL): Yes, it is quite typical. The German Chamber of Commerce network is well established with 120 offices in 80 countries around the globe. Our organization in New York (GACCNY) was founded in 1947, has two branch offices in Philadelphia and San Francisco and sister Chambers located in Atlanta, Chicago and New York. We foster the economic ties between Germany and

America and promote the expansion of bilateral trade in both countries. The GACCNY is well established in America with close relationships to the U.S. government, key industry players, associations and the media. As the U.S. Representative of MMI it is extremely beneficial that we not only understand the industries and business cultures in America but also in Germany. I believe this is key to a successful representation.

GAT: What exactly are your duties and responsibilities as the U.S. Representative of MMI?

JL: As the first contact for all U.S. companies interested in MMI's trade shows, our focus is to sell exhibition booth space and visitor tickets. We know our exhibitors by heart - we assist them in all exhibition-related

issues and even meet with them personally at least once a year. We negotiate and implement dozens of cooperations with U.S. associations and the media to help boost our promotional efforts. To keep us in the loop of industry trends, we conduct market research and attend about 20 U.S. trade shows annually. For us, it is important to share our knowledge with MMI; keep the organization up-to-date on market development and key players. Furthermore, we organize USA Pavilions for small and mid-sized companies. The organization of press conferences and board meetings is also an important part of our job.

GAT: That sounds like a broad spectrum. How do you manage it all?

JL: At present, we have 5 employees. Everyone specializes in different



U.S. Office Team of MMI: (from left to right: Anika Niebuhr, Sabine Kallup, Jennifer N. Liehn, Sabine Mattern, Julian Semet)

industries and therefore represents specific trade shows of MMI. For our young and enthusiastic bilingual team it comes naturally to think globally – a great asset if you are selling a trade show overseas. We take the advantage of working closely with our colleagues in the consulting departments of all U.S. Chambers where they concentrate on market studies and B2B matchmaking – a benefit for us and our exhibiting and visiting customers. We also have 2 employees of our cooperation partner Germany Trade and Invest (GTAI) sharing offices with us in New York. GTAI is the economic development agency of the Federal Republic of Germany that informs about investment opportunities in Germany and supports companies with their establishment in Germany. From the show floor to exporting – this is a unique All-Inclusive Service that we provide for our U.S. customers.

GAT: Has the recent U.S. financial crisis had any impact on your work?

JL: Yes, just like everyone else we had to work a lot harder to keep our numbers growing. Although it largely depends on the industry of the trade show we promote, we have been organizing more USA Pavilions as they give companies the opportunity to exhibit in a small space without getting lost in the crowd. Being innovative and flexible gave us the opportunity to extend our services and to create new, additional revenue.

GAT: What are the benefits of exhibiting within an USA Pavilion?

JL: We offer an All-Inclusive Package for small and mid-sized companies. It contains floor space, booth construction, carpet, furniture, electricity and pretty much everything you need for your exhibition. There is a hosted USA Pavilion Lounge that offers catering services and meeting rooms.

Our interpreters are available exclusively to USA Pavilion exhibitors. The design of the USA Pavilion is attractive and cost efficient as we take care of everything for our customers.

GAT: Customer service seems to be very important for you.

JL: Absolutely – as we do not only sell floor space and tickets. It is vital to our organization to educate our customers about their opportunities at German trade shows. We are assisting them every step of their way to make sure their investment has the highest return possible. Their presence at MMI's shows needs to be effectively promoted and we work closely with the U.S. Department of Commerce in Washington, DC and Munich as well as Invest in Bavaria to ensure that our customers meet potential buyers. During the entire show, we are their personal contact looking out for their needs. Even after the show, we assist them with services like VAT return.

GAT: Where do you see MMI's future growth when it comes to U.S. exhibitor participation?

JL: As the portfolio of MMI is extremely international, I am confident that U.S. participation will continue to grow. We already see increasing numbers (+34%) for the upcoming analytica 2012 (laboratory and biotechnology industry); and bauma 2013 (construction and building industry) has just announced that future applications will have to go on a waiting list. No worries for our U.S. customers – we can always take them into our USA Pavilion. ■

Contact:

Jennifer N. Liehn
Director U.S. Office – MMI
PH: 646-437-1013
>> www.munich-tradefairs.com

Testimonials

"The U.S. team of Messe München International is a star in their field. Atmel has worked with them for several years. I am always impressed with the level of professionalism and understanding of our requirements as a semiconductor provider. Atmel looks forward to working with them again for electronica 2012."

Monique Belcher, Sr. Marketing & Events Specialist, Atmel Corporation

"The Water Environment Federation (WEF) has been working with the U.S. office of Messe München International for several years. Its fabulous staff assisted us before, during and after the past IFAT ENTSORGA shows in the most efficient and pleasant way. Thank you for taking such good care of WEF and its members during IFAT ENTSORGA. We look forward to continuing our working relationship with you on several levels."

Jack Benson, Chief Commercial Officer, Water Environment Federation

"BNP Media has been working with Messe München's U.S. Office in New York for nine years. Jennifer Liehn and her team have an understanding of how the U.S. media industry works and what the differences are between the American and the German business culture. This is extremely beneficial for BNP as we cooperate with Messe München International for several of their trade shows. Jennifer's ability to operate both strategically and professionally comprises the business skills and qualities which first come to mind when I think of her. I am extremely grateful to work with such a committed and customer-oriented group and I look forward to realizing future co-operations with Jennifer and the entire staff of the U.S. office of Messe München International."

Sarah Harding, Group Publisher, BNP Media

For more testimonials,

Visit >> www.munich-tradefairs.com/testimonials

More than 50 Million Units in 38 Years

Peter Mueller takes STIHL in the U.S. to another era.

STIHL Inc., headquarters for the U.S. operations of the family-owned worldwide STIHL Group, was established in Virginia Beach, Va., in 1974 with 50 employees in a 20,000-square-foot rental property assembling one model of chain saw. Today, nationwide, the company has nearly 2,100 employees, owns more than 186 acres and manufactures over 260 model variations of power tools and

chain saws for export to more than 90 countries. In 2010, the company celebrated two key milestones: manufacture of its 40 millionth unit and achievement of the status of the number one selling brand of gasoline-powered handheld outdoor power equipment in America*.

The man responsible for the start-up of manufacturing opera-

tions in the U.S. is Peter Mueller. As the executive vice president of operations for STIHL Inc. he has remained one of the top leaders of the company, serving on the Executive Council for the past 30 years. Mueller serves on the boards of the Society of Manufacturing Engineers, the Hampton Roads Economic Development Alliance (HREDA) and the Virginia Opera and is a member of the Society of Plastics Industry (SPI), the Society of Plastics Engineers (SPE) and the Virginia Manufacturers Association (VMA). In 2005, Mueller, a native of Munich, Germany, was named Honorary Consul of the Federal Republic of Germany and continues in that role today.

Later this year, Mueller will retire from his long and illustrious career with STIHL. After 38 years of service and 50 million units, he shares some of his reflections on his career and achievements with German American Trade.



Hans Peter Stihl, Susanne Waggener (administrative assistant to Peter Mueller), and Peter Mueller celebrate manufacture of STIHL Inc.'s 40 millionth unit.

* "Number one selling brand" is based on syndicated Irwin Broh Research (commercial landscapers) as well as independent consumer research of 2009-2011 U.S. sales and market share data for the gasoline-powered handheld outdoor power equipment category combined sales to consumers and commercial landscapers.

STIHL®

GAT: With your background in mechanical and electronic engineering and in production and quality assurance, it goes without saying why STIHL's 'founding fathers' selected you to establish the U.S. manufacturing operation—what drew you to the position?

Peter Mueller: At the time, being a young engineer, I was very much interested in going to the U.S., seeing advanced operations in the U.S. and especially in being given the opportunity to start a “greenfield” operation, not having to work within the confinements of an existing company—existing structures as well as manufacturing technologies. Here in the U.S., I had the opportunity to build things from scratch and look for a suitable location, build the right facility, select skilled people and purchase the right machinery. It was “a dream come true” for an engineer.

GAT: What has it been like working with the Stihl family?

Mueller: From day one, I enjoyed working with the owners of the company, and especially with Hans Peter Stihl. Because he is an engineer, too, he would immediately understand the technological challenges, which made it much easier to bring solutions to the table, even larger capital investments.

GAT: Looking back, when STIHL Inc. first established operations in Virginia Beach, was there any incident you remember in particular?

Mueller: I remember the foresight of Mr. Stihl and the Stihl family. We bought the first piece of land in



Virginia Beach, about 18 acres in 1976. After the first facility was completed, Mr. Stihl toured the facility, noticed the adjacent parcel available, and said, “Mr. Mueller, we should buy that.” We bought it, another 17 acres. Throughout the years we have had several expansions. One of the most significant, perhaps, was when we broadened our scope from just assembly to manufacturing. We added Plant 2 to include machining, heat treating, and injection molding, increasing our vertical integration very early on. In order to grow here in the U.S., I knew we had to in-source significantly.

GAT: What are the expansion plans we have heard about recently?

Mueller: First, we are nearing completion on a 53,000-square-foot

expansion to our blow molding operation that will add 52 jobs over the next three years. In addition, we also recently purchased an existing 850,000-square-foot building on a 62-acre parcel. The acquisition of this property is part of our long-term, strategic plan for growth; it expands our presence in Virginia Beach to more than 150 acres.

GAT: How would you describe the company culture at STIHL?

Mueller: At the foundation of our corporate culture is respect for the employees. Our culture reflects the belief that, given the best environment and treated fairly, the employees will give and do their best. In addition to excellent benefits and professional development opportunities, we listen to our people, we work



Peter Mueller
at STIHL Inc. in Virginia Beach

with them, and we understand their needs. This approach has helped us to build a proud and loyal workforce dedicated to quality and with an average length of service of more than eight years, with some employees even staying with us for 35 or more years.

GAT: What are, from your point of view, the advantages of being a privately-held company?

Mueller: We are guided by strategic, long-term vision rather than being subject to short-term, quarter-to-quarter reactions to fluctuating stock prices. In addition, we have a short, direct line of communication with upper management in the worldwide STIHL Group, including the Stihl family.

"At the foundation of our corporate culture is **respect for the employees.**

Our culture reflects the belief that, given the best environment and treated fairly, the employees will give and do their best."

GAT: What is STIHL doing to tackle skill shortages here in the U.S., how do you find the right people?

Mueller: U.S. manufacturing has lost over two million jobs in the past five years. Most of the unskilled jobs are already gone—they are in Mexico, China or India. Manufacturers in the U.S. have to stop chasing cheap labor around the globe. Manufacturing can be successfully accomplished in the U.S.—STIHL Inc. has proven it. We have quadrupled our production output in the last 10 years, though we are continuously competing with low cost labor in STIHL factories in Brazil and China.

We remain competitive in production by increasing our productivity, streamlining the whole value chain, and investing heavily in automation. We have four times the amount of robots as compared to a typical American facility of our size. In order to keep the automation running, 24 hours, seven days a week, you need a new generation of workers, highly skilled technicians; yet, there is a severe shortage of skilled workers in the U.S. In fact, according to a recent [Wall Street Journal blog article](#), small and medium-sized businesses are finding it difficult to fill skilled jobs.

With the right philosophy and the right corporate culture, you can

successfully integrate automation.

It's important to note that no employee has been terminated from STIHL Inc. as a result of automation. Consequently, our people embrace automation because they aren't afraid of becoming unemployed as a result of it; they are simply retrained for other positions within the company. Our workforce development opportunities for employees are extensive and attractive.

GAT: How important is the U.S. market for STIHL overall?

Mueller: The United States is the largest single market for outdoor power equipment, so it is a very important market. To be truly successful in this market, I believe you must be here and produce for the U.S. market.

GAT: And last but not least, what are your personal plans for the future?

Mueller: I have agreed to stay on as a consultant to STIHL, and I will be continuing my role as Honorary Consul of the Federal Republic of Germany, too. However, personally, I look forward to more time for boating, and I also want to acquire one or two classic cars—one of them a late '50s or early '60s Cadillac convertible. My wife Birgit and I have enjoyed 38 years in Virginia Beach and look forward to remaining here even after my retirement. ■

WEMPE

Zeitmeister

GLASHÜTTE USA

THE WORD "CHRONOMETER"
HAS A SUPERLATIVE FORM.

ZEITMEISTER.



The WEMPE ZEITMEISTER is the only German chronometer-certified wristwatch. As a sign of the uniqueness of this new collection, the back of each watch is engraved with a depiction of the Glashütte Observatory, where our watches undergo a strict 15-day testing procedure which verifies their precision. Only after passing these tests do they earn the distinction of being awarded an official chronometer certificate. Available exclusively at Wempe. \$2,780.



700 FIFTH AVENUE AT 55TH STREET NEW YORK TEL: 212.397.9000

HAMBURG BERLIN MUNICH DUSSELDORF FRANKFURT LONDON MADRID PARIS VIENNA

WEMPE-ZEITMEISTER.COM

OPEN SUNDAYS 12-5

The “Shower Expert”

Founded in Germany in 1901, Hansgrohe today is known as the “Shower Expert” and is a major trendsetter for the entire kitchen and bath industry. In 1968, Hansgrohe created the Selecta, the first adjustable handshower. Today, Hansgrohe is a global leader, with subsidiaries in more than 30 countries.

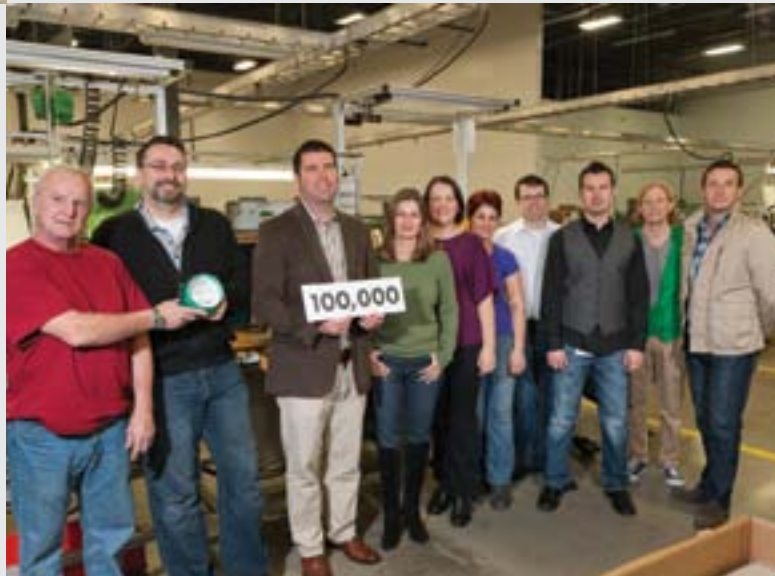


Hansgrohe North America

In 1998, Hansgrohe opened its North American headquarters in Forsyth County, where most Hansgrohe products sold in the North American market are assembled. Our headquarters also hosts the Aquademie, our in-house training facility, featuring over 30 working shower systems, training sessions and consultations for architects, designers and professional remodelers. The Aquademie hosts events frequently and is open to the public. Schedule your appointment today!

iBox Hits Milestone

The Hansgrohe iBox Universal Plus, produced at the Alpharetta plant, recently marked the 100,000th unit to roll off the assembly line. The original iBox, launched in Europe in 2001, was the original universal valve, and this US-specific version continues the tradition of groundbreaking universal technology that provides the foundation for any shower installation.



Hansgrohe. The Original. To learn more please visit www.hansgrohe-usa.com. Local Hansgrohe dealers are listed in our “Where to Buy” section on the website.

1490 Bluegrass Lakes Pkwy . Alpharetta, GA 30004
Tel. 800-334-0455 · info@hansgrohe-usa.com

Top 50 Ranking of German Firms in the U.S.

Breaking the \$300 Billion Barrier

By Nicola Michels & Ning Wang, GACC New York

Awhopping 90% of German subsidiaries in the United States showed healthy gains in the Top 50 Ranking of German Firms conducted by the German American Chambers of Commerce. Their entities are investing in business expansions and new hires throughout the United States. Overall, the sales performance increased by 7.5% to over \$318 billion in 2011 from \$295 billion in 2010. The Top 50 now create over 461,000 jobs, up from 427,000 in 2010.

In particular, the continued boom in the automobile industry benefited the premium carmakers Daimler, VW and BMW with double digit growth figures. As in the previous year, Daimler Group leads the Top 50 again, followed closely by Volkswagen.

These numbers prove that the U.S. economic upturn gathered pace as the year progressed, and the risk of sliding back into a recession consequently receded further into the background. This also underlines the results of the current German American Business Outlook survey. Not only do companies continue to innovate, grow and hire, but 72% saw an improvement of sales volumes and 86% were forecasting growth.

Many of the Top 50 companies manufacture in the U.S. for regional and international markets, sourcing locally and thereby creating local value. For example, BMW had invested \$4.6 billion in its Spartanburg plant in 2010 and has subsequently sold 14.4% more cars in the U.S. ThyssenKrupp is also one of the “climbers” compared to last year (from \$6.7 billion to \$9.2 billion in 2011). Their Chairman & CEO, Torsten Gessner, explains the success with their recent investments of “tens of millions of dollars in plant expansions and acquisitions in the last year alone”.

Siemens USA is yet again the largest employer with over 60,000 employees. Eric Spiegel, President & CEO, believes in the U.S. as a “vital production location, an important research center and a key base from which we export to

the rest of the world”. The second biggest employer is Fresenius Medical Care, the world’s largest dialysis services provider, employs over 45,000 people. With a sales volume of over \$8 billion, the North American market now accounts for 64% of its global revenue.

Only 10% of the Top 50 companies suffered losses in 2011 – one of them being Hannover Re Insurance, stating that the year 2011 was “the second most expensive in its history” mostly due to huge insurance claims from catastrophic events such as Hurricane Irene or the Joplin Tornado.

For the remainder of 2012, German companies are confident, planning on increasing their investments, adding more jobs and expanding their footprint in the U.S..

Top 50
German
Firms in the US

Rank	Company	Location	Website	German Parent Company
1	Daimler Group	NJ / OR / MI	www.daimler.com	Daimler AG, Stuttgart
2	Volkswagen Group of America	Herndon, VA	www.vw.com	Volkswagen AG, Wolfsburg
3	T-Mobile USA	Bellevue, WA	www.t-mobile.com	Deutsche Telekom AG, Bonn
4	BASF Corp.	Florham Park, NJ	www.basf.us	BASF SE, Ludwigshafen
5	Siemens USA Holdings	New York, NY	www.usa.siemens.com	Siemens AG, Munich
5	BMW Group	Woodcliff Lake, NJ	www.bmwusa.com	BMW AG, Munich
7	Allianz of America	New York, NY	www.allianz.com	Allianz SE, Munich
8	DHL Holdings (USA), Inc.	Plantation, FL	www.dhl.com	Deutsche Post AG, Bonn
9	Bayer Corporation	Pittsburgh, PA	www.bayerus.com	Bayer AG, Leverkusen
10	Robert Bosch, LLC	Farmington Hills, MI	www.bosch.us	Robert Bosch GmbH, Stuttgart
11	ThyssenKrupp USA, Inc.	Chicago, IL	www.thyssenkrupp.com	ThyssenKrupp AG, Düsseldorf
12	Trader Joe's Co.	Monrovia, CA	www.traderjoes.com	Aldi Einkauf GmbH & Co.oHG, Essen
13	Boehringer Ingelheim Corp.	Ridgefield, CT	us.boehringer-ingelheim.com	Boehringer Ingelheim GmbH, Ingelheim am Rhein
14	Continental Automotive Systems	Auburn Hills, MI	www.conti-online.com	Continental AG, Hannover
15	Heraeus Incorporated	New York, NY	www.heraeus.com	Heraeus Holding GmbH, Hanau
16	Fresenius Medical Care Holdings, Inc.	Waltham, MA	www.fmcna.com	Fresenius Medical Care AG +KGaA, Hof a.d. Saale
17	Turner Construction Co.	New York, NY	www.turnerconstruction.com	Hochtief AG, Essen
18	Aldi, Inc.	Batavia, IL	www.aldi.us	Aldi Einkauf GmbH & Co.oHG, Essen
19	SAP Americas	Newtown Square, PA	www.sap.com	SAP AG, Walldorf
20	Lufthansa Group	East Meadow, NY	www.lufthansa.com	Deutsche Lufthansa AG, Köln
21	adidas America, Inc.	Portland, OR	www.adidas.com	adidas AG, Herzogenaurach
22	LEHIGH Hanson Inc.	Allentown, PA	www.lehighhanson.com	HeidelbergCement AG, Heidelberg
23	Munich Reinsurance America, Inc.	Princeton, NJ	www.munichreamerica.com	Münchener Rückversicherungsgesellschaft, Munich
24	Henkel of America, Inc.	Rocky Hill, CT	www.henkel.us	Henkel KGaA, Düsseldorf
25	Linde North America	Murray Hill, NJ	www.lindeus.com	Linde Group, Munich
26	Hannover Life Re America	Orlando, FL	www.hlr america.com	Hannover Rückversicherungs AG, Hannover
27	Porsche Cars North America, Inc.	Atlanta, GA	www.porsche.com/usa	Porsche AG, Stuttgart
28	Evonik Degussa Corp.	Parsippany, NJ	www.north-america.evonik.com	Evonik Industries AG, Essen
29	Random House Bertelsmann	New York, NY	www.randomhouse.com	Bertelsmann AG, Gütersloh
30	DB U.S. Holding Corp.	Tarrytown, NY	www.dbschenkerusa.com	Deutsche Bahn AG, Berlin
31	lanxess	Pittsburgh, PA	www.lanxess.us	Lanxess AG, Leverkusen
32	Helm U.S. Corporation	Piscataway, NJ	www.helmusa.com	Helm AG, Hamburg
33	ZF Group North American Operations Inc.	Northville, MI	www.zf.com/na	ZF Friedrichshafen AG, Friedrichshafen
34	K+S North America	New York, NY	www.k-plus.com	K+S AG, Kassel
35	Freudenberg-NOK General Partnership	Plymouth, MI	www.freudenberg.us	Freudenberg Dichtungs-und Schwingungstechnik, Weinheim
36	E.ON Climate & Renewables North America	Chicago, IL	www.eoncma.com	E.ON AG, Düsseldorf
37	B. Braun Medical, Inc.	Bethlehem, PA	www.bbraunusa.com	B. Braun, Melsungen AG
38	Knorr Brake Holding Corp.	Watertown, NY	www.knorrbrakecorp.com	Knorr Bremse AG, Munich
39	Beiersdorf, Inc.	Wilton, CT	www.beiersdorfusa.com/	Beiersdorf AG, Hamburg
40	Puma North America, Inc.	Westford, MA	www.puma.com	Puma SE, Herzogenaurach
41	Wacker Chemical Corporation	Adrian, MI	www.wacker.com	Wacker Chemie AG, Munich
42	STIHL Incorporated	Virginia Beach, VA	www.stihlusa.com	STIHL International GmbH, Waiblingen
42	Brose North America, Inc.	Auburn Hills, MI	www.brose.com	Brose Gruppe, Coburg
44	Würth Group of North America Inc.	Ramsey, NJ	www.wuerth.com	Adolf Würth GmbH & Co. KG, Künzelsau-Gaisbach
45	GEA	York, PA	www.geagroup.com	GEA Group AG, Düsseldorf
46	Behr America, Inc.	Troy, MI	www.behrgroup.com	Behr GmbH & Co. KG, Stuttgart
47	Schott North America, Inc.	Elmsford, NY	www.us.schott.com	Schott AG, Mainz
48	Flatiron	Longmont, CO	www.flatironcorp.com	Hochtief AG, Essen
49	Infineon Technologies North America Corp.	Milpitas, CA	www.infineon.com	Infineon Technologies AG, Munich
50	BSH Home Appliances Corporation	Irvine, California	www.bsh-group.us	BSH Bosch und Siemens Hausgeräte GmbH, Munich

(1) North America (exclusive U.S. figures not available)

(2) Gross Written Premium

(3) Americas

(4) Preliminary Figures

(5) Est. supermarketnews.com

(6) Results 2010

(7) remaining entity of E.ON U.S. LLC which became LG&E and KU Energy LLC through aquisition by PPL Corporation

Conversion rate of 1.39 (2011 annual average applied when sales given in EUR)

U.S. Top Executive	Sales (\$M)		Employees		Business activity	Note
	2011	2010	2011	2010		
S. Cannon, MBUSA / M. Daum, DTNA / P. Zieringer, MBFS	28,753	↑ 26,157	20,702	↑ 18,295	Automotive	
Jonathan Browning	24,433	↑ 19,902	4,500	↑ 3,500	Automotive	(1)
Philipp Humm	20,618	↓ 21,127	34,518	↓ 37,795	Telecommunications	
Dr. Hans Engel	20,600	↑ 17,700	16,000	↓ 16,487	Chemicals	3)
Eric Spiegel	20,000	↑ 19,400	60,000	↓ 62,000	IT/Communications, Transportation	
Ludwig Willisch	20,000	↑ 16,985	10,000	↑ 7,000	Automotive	(1)
Gary C. Bhowjani (Insurance) / Jay Ralph (Asset Management)	15,590	↑ 15,109	10,000	↑ 9,808	Insurance/Asset Management	(2)
J.P. Foley	12,260	↑ 11,643	29,000	↑ 27,000	Courier Services	(3)
Greg Babe	11,366	↑ 10,860	15,800	↑ 15,100	Pharmaceutical/Medical Products	1)
Werner Struth	9,800	↓ 11,171	22,500	↓ 13,500	Automotive, Consumer Goods, Industrial Technology	(3,4)
Torsten Gessner	9,200	↑ 6,700	19,200	↑ 17,500	Steel, Stainless Steel, Capital Goods, Services	
Dan Bane	9,000	↑ 8,500	8,000	↑ 6,000	Grocery Stores	(1)
Paul R. Fonteyne	8,800	– 8,800	9,413	– 9,413	Pharma	(3,6)
Samir Salman	8,432	↑ 6,151	10,000	↑ 8,000	Automotive Components, Tires	(1)
Maike Schuh-Klaeren	8,222	↑ 6,342	1,811	↑ 1,736	Non-Ferrous Metals	
Rice Powell	8,150	↑ 9,219	45,577	↑ 39,000	Medical Products & Services	(1)
Peter J. Davoren	8,000	– 8,000	5,163	↑ 5,100	Construction	
Charles E. Youngstrom / Jason Hart	7,100	↑ 6,800	12,000	↑ 10,000	Grocery Stores	
Robert Courteau	7,081	↑ 5,810	15,473	↑ 10,700	Software	(3)
Jürgen Siebenrock	5,135	↑ 4,583	12,916	↑ 12,404	Air Transportation/Logistic/Catering	(3)
Herbert Hainer	4,318	↑ 3,805	11,706	↑ 10,210	Sports Wear	(1)
Daniel M. Harrington	4,225	↑ 3,973	11,586	↓ 11,899	Cement	(1)
Anthony J. Kuczinski	4,052	↑ 3,620	1,100	↑ 1,200	Insurance	(2)
Jeffrey C. Piccolomini	3,693	↑ 3,577	5,233	↓ 5,440	Industrial Organic Chemicals	(1)
Patrick Murphy	2,631	↑ 2,200	5,000	↑ 6,977	Industrial Gases	(1)
Peter R. Schaefer	2,508	↓ 4,413	251	↓ 341	Reinsurance	(2)
Detlev von Platen	2,400	↑ 2,300	230	↓ 300	Automotive	(1)
Thomas Bates	2,395	↑ 3,318	4,063	↑ 3,500	Specialty Chemicals	
Markus Dohle	2,367	↑ 2,358	5,063	↓ 5,264	Media, Publishing	
Dr. Christoph Bohl	2,257	↑ 2,198	6,300	↑ 5,981	Freight Transportation	
Randall S. Dearth	2,209	↑ 1,541	1,430	↑ 1,306	Specialty Chemicals	(1)
Michael Kuhlmann	2,017	↓ 2,089	300	– 300	Chemicals	
Julio Caspari	1,927	↑ 1,510	3,447	↑ 2,746	Automotive	
Karl-Georg Mielke	1,675	↑ 1,222	1,854	↓ 1,950	Chemicals	(1)
Norton / Heidingsfelder / Masumoto	1,615	↑ 1,482	6,983	↑ 4,224	Automotive	(1)
Steve Trenholm	1,500	↑ 2,052	150	↑ 3,000	Power Generation	(4,7)
Caroll H. Neubauer	1,485	↑ 1,452	4,064	↓ 4,145	Medical/Surgical Devices	
Heinz Hermann Thiele	1,482	↑ 1,171	4,611	↑ 3,030	Railroad Equipment	(3)
Bill Graham	1,382	↑ 1,159	2,261	↑ 2,084	Branded Consumer Goods	(3)
Jay Piccola	1,346	↑ 1,085	2,978	↑ 2,659	Sports Wear	(3)
Ingomar Kovar	1,178	↑ 1,072	1,822	↑ 1,689	Chemicals	(3)
Fred J. Whyte	1,000	↑ 1,053	2,100	↓ 2,125	Handheld outdoor power equipments	
Jan Kowal	1,000	↑ 740	3,500	↑ 2,750	Automotive Supplier	
Robert Stolz	927	↑ 787	2,742	↑ 2,500	Maintenance Supplies	
Lutz Wolf	902	↑ 793	2,382	↑ 2,163	Engineering Services	
Wilm Uhlenbecker	890	↑ 723	2,650	↑ 2,300	Automotive Thermal Management	
Linda S. Mayer	830	↑ 788	1,900	↓ 2,600	Glass/Glass Ceramic Products	(1)
Tom Rademacher	759	↓ 1,079	1,800	↓ 1,990	Construction	
Jean-Baptiste Loire	592	↑ 499	476	↓ 640	Semiconductors	
Michael Traub	579	↑ 572	1,266	↓ 1,600	Kitchen Appliances	
	317,922	295,590	461,821	427,251		

QUOTES

Top 50
German
Firms in the US

Torsten Gessner,
Chairman and CEO,
ThyssenKrupp North America



"ThyssenKrupp has been part of the American landscape for over 170 years, and today, despite tough economic times, our U.S. subsidiaries are continuing to expand our footprint in the region. We have added jobs, increased sales and invested tens of millions of dollars in plant expansions and acquisitions in the last year alone. In fact, in fiscal year 2010/2011, ThyssenKrupp U.S. subsidiaries employed approximately 19,200, an increase of nearly 2,000 compared to fiscal year 2009/2010, and recorded sales of nearly \$9.2 billion, up from \$6.9 billion."

Jonathan Browning,
President and CEO,
Volkswagen Group of America, Inc.



"2011 was a critical year for Volkswagen in the U.S., with our Chattanooga plant receiving Platinum LEED Certification, the 2012 Passat being named Motor Trend's Car of the Year, our quality and customer satisfaction metrics improving, and encouraging growth trends, the proof points of German Engineering and our commitment to the U.S. market are all bearing fruit."

Eric Spiegel,
President and CEO,
Siemens Corporation

SIEMENS

"Our 60,000 employees in the U.S. make it possible for Siemens to continually innovate and remain competitive in what is not only the company's largest market, but an extremely vital production location, one of our most important research centers, and a key base from which we export to the rest of the world."

Top 10 Employers

Rank	Company	'11 Employees	'10 Employees
1	Siemens USA Holdings	60,000	62,000
2	Fresenius Medical Care Holdings, Inc.	45,577	39,000
3	T-Mobile USA	34,518	37,795
4	DHL Holdings (USA), Inc.	29,000	27,000
5	Robert Bosch, LLC	22,500	13,500
6	Daimler Group	20,702	18,295
7	ThyssenKrupp USA, Inc.	19,200	17,500
8	BASF Corp.	16,000	16,487
9	Bayer Corporation	15,800	15,100
10	SAP Americas	15,473	10,700
Total		278,770	257,377

[www.germancompanies.us]

Online Directory of
German Subsidiaries in the US



NEW Print edition 2012/2013

- Lists over 3,500 HQs and branch offices of German firms in the U.S., as well as their parent companies in Germany
- Offers detailed information such as top executives, email addresses, number of employees, turnover and NAICS classification (250 pages, \$120 + shipping & handling)

Online download: visit www.germancompanies.us

Student Access (1 month, 250 downloads, \$59)

Starter Access (1 month, 250 downloads, \$79)

Basic Access (3 months, 500 downloads, \$149.00)

Unlimited Access (12 months, unlimited downloads, incl. Subsidiaries Book, \$399.00)

To order and for further information: www.germancompanies.us

ADVERTISEMENT

COMMERZBANK



Corporates & Markets

What I need
is a bank
that I can
trust to put
my business
needs first

No matter how markets and the global economy may change, some things remain constant. Like the client focus you have come to expect at Commerzbank – some banks talk about it, we are structured to deliver it.

Through our integrated corporate & investment banking teams, we support our clients at every stage of their growth by developing solutions in any permutation needed, without product bias.

**It's a formula based on integrity.
It's a formula we believe in.
It's a formula you can rely on.**

Choose Commerzbank – because we put your business needs at the heart of everything we do.

www.cbcm.commerzbank.com

Achieving more together

Any securities transaction by US persons (institutional clients only) must be effected with Commerz Markets LLC, a US registered broker-dealer and member of FINRA and SIPC. Commerzbank AG London Branch is authorised by the Bundesanstalt für Finanzdienstleistungsaufsicht (BaFin) and authorised and subject to limited regulation by the Financial Services Authority. Details available on request. Incorporated in Germany as a stock corporation with limited liability.

car2go North America

A wholly owned subsidiary of Daimler North America Corporation, car2go North America LLC offers an innovative mobility solution that is redefining individual transportation in rapidly growing urban areas by offering a network of several hundred environment-friendly smart fortwo vehicles for rent. It provides an innovative mode of “on-demand” transportation, which

complements existing public transportation alternatives by bridging the gaps commonly associated with the “first and last mile” of a public transit commute.

As the world’s first free-floating carsharing service, car2go provides a new way of carsharing that is unique, particularly in these three areas:

BY THE MINUTE: Members pay only for the time they use the car, by the minute, with discounted rates for hourly and daily use. There is no minimum amount of time that a car can be used – whether a member needs a car for 10 minutes or an entire day – members simply get in and drive, for as long as they want without having to commit to a mandatory return time or location. Parking, fuel, maintenance and insurance are included at no additional cost, and there are no annual or monthly fees.



Nicholas Cole,
CEO of car2go North America LLC

ON DEMAND: Members can use the first available car2go they find, via a smart phone app, the car2go vehicle finder at car2go.com, by calling the customer call center, or by simply locating an available car2go on the street. There is no need to make a reservation in advance because members have unrestricted and unlimited access to car2go vehicles 24 hours a day, seven days a week.

FREE FLOATING: Members can pick up and drop off any car2go anywhere within the car2go Home Area -- in any legal on-street parking space, including metered, non-metered and residential neighborhoods parking spaces. Members do not need to drive the car back to its original location or commit to a predetermined amount of time. They can simply drive the car for as long as they need it, park the car at their individual destination, end the rental by swiping the card on the windshield reader, and



smart car2go in Austin, Texas



car2go at Point Loma, overlooking
downtown San Diego

instantly the car becomes available for the next member to use.

Worldwide, car2go is currently operational in eleven cities: Austin, Texas; Vancouver, British Columbia; San Diego, California; Washington, D.C.; Portland, Oregon; Ulm, Germany; Hamburg, Germany; Amsterdam, Netherlands; Vienna, Austria; Lyon, France; and Dusseldorf, Germany. In November 2011, car2go launched the world's largest all-electric vehicle carsharing network in the cities of San Diego, California, and Amsterdam, Netherlands, with the deployment of 300 car2go smart fortwo electric drive vehicles in each city.

The innovation and environmental sustainability of car2go has earned international acclaim: In March 2012, car2go was named the "Energy All-Star for Sustainable Transportation" by the California Center for Sustainable Energy. In February 2012, car2go was named the "Best Carshare of 2011" by the Vancouver Courier. In September 2010, car2go was recognized by the Austin Chamber of Commerce with the "2010 Greater Austin Business Award" for its positive impact on traffic in the city. The same month, car2go received the "Clean Tech Media Award" in the category of "Mobility" in Berlin. In May 2010, car2go was honored by the U.S. Environmental Protection Agency (EPA) with its prestigious "2010 EPA Clean Air Excellence Award."



car2go face to face with a longhorn steer in Austin, Texas

ADVERTISEMENT

EUROPEAN OFFICE SUPPLIES



We carry...

- ▶ Leitz premium products
- ▶ Registers & Dividers
- ▶ Signature Blotter Books
- ▶ A-4 paper, files, sheet protectors
- ▶ Holepunches and more...

Hundreds of items in stock in our USA warehouse. Everything you need to organize your office using the traditional Ordner system.

Call for our complete catalogue today.



your source for European Office Supplies since 1943

PO Box 2728 • Amherst MA • 01004

GAT03

CALL NOW! 800-544-4744
www.empireimports.com

Further information:

- >> www.car2go.com
- >> www.media.daimler.com/ms/car2go/e

Oregon:

Sustainability, Profitability and Livability in the Pacific Northwest

by Sabine Zimmermann, GACC Office for the Western U.S.

The Pacific Northwest in general, and the State of Oregon in particular, is widely known for its great, green outdoors and its commitment to a sustainable lifestyle. Thus it comes naturally that Oregonians adopt a long-term view when making investments in economic development and put great value on the health of their environment.

Oregon is the ninth largest U.S. state by area and ranks in the top ten states for business (Forbes 2011). It was inhabited by many indigenous tribes before traders, explorers, and settlers arrived and formed an autonomous government in Oregon Country in 1843. In 1859, Oregon

became the 33rd state of the United States of America. Portland, the 29th largest U.S. city, is the state's most populous, while Salem, the third most populous city, is its capital.

Quality of Life Attracts Highly Skilled Workforce

The high quality of life in Oregon attracts a skilled workforce, which in turn attracts business to the state. Young, talented professionals, especially in semiconductor and other silicon-based manufacturing, but also including apparel designers, green building architects, and advertising creatives, are drawn to the Oregon lifestyle. Oregon has a higher-than-average educational

attainment and ranks in the top one-third of all states for number of employed Ph.D. scientists and engineers per capita.

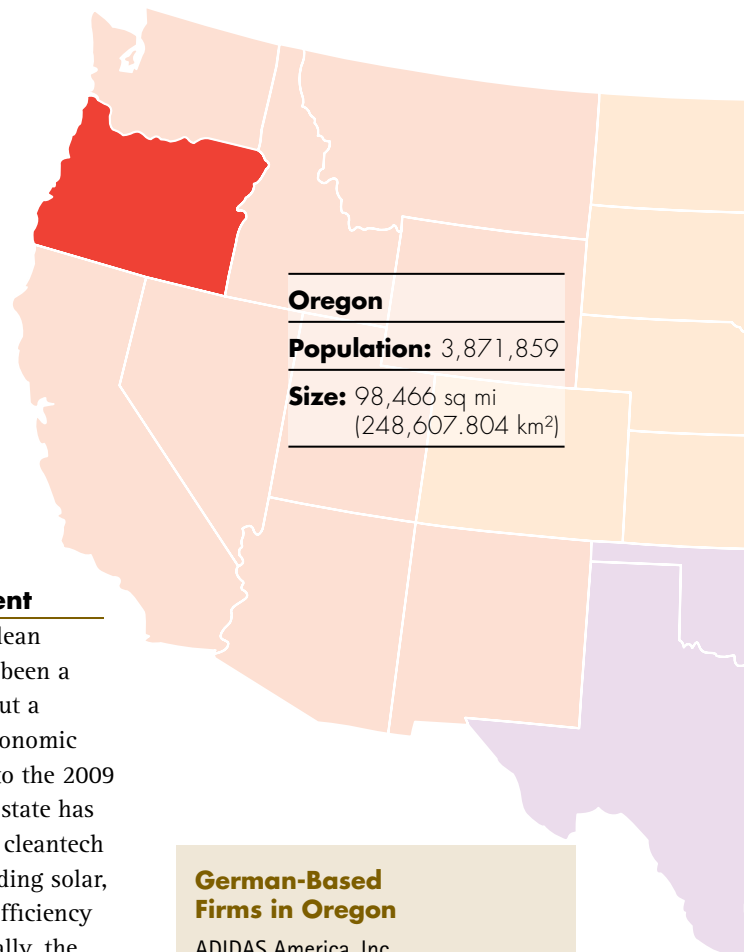
The state-of-the-art research centers at Oregon's research universities such as the Oregon Nanoscience and Microtechnologies Institute (ONAMI) or the Wood Innovation Center at Oregon State University (OSU) connect the top researchers at the universities and laboratories with businesses in order to better translate research into commercial products. The R&D facilities with cutting-edge laboratory equipment can often also be accessed by private firms to save the costs of building their own.

Oregon's Rivers – Affordable Power and Infrastructure Advantages

With its three hundred miles of Pacific coastline and easy access to the Pacific Rim, Oregon's established infrastructure is a further advantage to doing business in the state. The Port of Portland offers easy, multi-modal international access including full marine and rail connections as well as direct flights to Japan and Europe. Furthermore, the Columbia River cities still serve as transport centers for the vast hinterland to the east as its dam system enables large vessels to travel far inland, making it easy for manufacturers to export quality products.

Portland, Oregon's largest city





Oregon

Population: 3,871,859

Size: 98,466 sq mi
(248,607.804 km²)

In addition to assisting with navigation, the dams also aid in flood control and supply an abundance of affordable electric power. The most notable dams are those on the Columbia River, including the John Day Dam, which is one of the largest hydroelectric generators in the world. Hydropower, a low-cost, reliable power source, helps the state to offer some of the lowest industrial energy rates in the U.S.

Oregon has also had one of the top five lowest effective business tax rates in the country for the past five years (Ernst & Young), no sales tax and a property tax abatement program that can eliminate property taxes on new facilities for the first few years. These are further business advantages to encourage companies to expand to Oregon.

More recent renewable energy tax credits have also encouraged investments in renewable energies. Oregon's Renewable Portfolio Standard established that 25 percent of the state's power supply must come from renewable energy resources by 2025. Furthermore, a solar feed-in tariff was established in 2010. With more than 600 MW in annual production capacity, including the German company SolarWorld, the largest solar cell manufacturer in the U.S., Oregon is the largest solar cell manufacturing state in North America.

Cleaner, Greener Technologies as a Long-Term Approach to Economic Development

For Oregon, developing clean technologies has not just been a short-term opportunity, but a long-term approach to economic development. According to the 2009 Pew Charitable Trust, the state has the highest percentage of cleantech workers in the U.S., including solar, wind, wave, and energy efficiency technologies. Internationally, the state is recognized as a place where leaders in design and construction of green buildings have shown off their skills: Oregon has more LEED certified green buildings per capita than any other state in the U.S.

Wind is another important source of renewable energy in Oregon. Currently, existing wind farms put the state into the top seven for wind energy production and it will likely move into the top five after the wind farm at Sheperds Flat will be completed in August 2012. The continuing growth of the wind industry creates further cleantech jobs as well as new supply opportunities for existing manufacturers and service providers.

The Oregon coastline also has strong waves with an easy access to transmission networks – key ingredients for the state's ocean wave energy program. Oregon was recently

German-Based Firms in Oregon

ADIDAS America, Inc.
AL-KO Kober Corp.
Anodex Anodizing, Inc.
Biotronic, INC.
Daimler Trucks North America LLC
DB Schenker USA
E.ON Climate & Renewables
Exorbyte Inc.
Freightliner LLC
Jonas & Redmann USA, INC.
Kathrein INC., Scala Division
Kuehne + Nagel, Inc.
Louis and Company
LPKF Laser & Electronics, INC.
Peak Hydro Services Inc.
Rohde & Schwarz – R&D and Application Support
SAP America, Inc. – Portland
SiC Processing USA LP
Siemens Building Technologies
Siemens' Mobility Division
Siltronic Corporation
Solarworld Industries
ThyssenKrupp Materials NA, Inc., Copper and Brass Sales Division
Turner
TUV Rheinland of North America, Inc.
VIA Optronics LLC
Voith Paper Fabric & Roll Systems Inc.

chosen by the U.S. Department of Energy to host one of two National Marine Renewable Energy Centers in the country to become a leader in the future for the wave industry.

A second industry employing a large number of Oregonians is high technology. Oregon's high-technology semiconductor industry has a skilled workforce of almost 60,000 thanks to global semiconductor firms including Intel and Tektronix. Oregon, sometimes called the "Silicon Forest," has become a global leader for semiconductor and high-tech manufacturing and home to many computer and electronics companies.

But while the high-tech industries account for about one-third of the state's exports, Oregon is also a major exporter of wood products, agricultural products, transportation equipment and sports apparel. With 30.7 million acres of forest land, 46 percent of the total landmass of the state, wood processing used to be Oregon's major industry. Today, the state is still the largest lumber producer in the U.S., producing more than five billion board feet a year. Oregon combines accessible raw

materials with cutting edge innovation and research facilities to produce a range of high quality, value-added wood products that are exported worldwide. However, huge forest areas have also been set aside for conservation: 13 national forests, one national grassland, and more than 220 state parks have been created to protect endangered wildlife.

Oregon's national forests with their beautiful ocean beaches, lakes and mountains make tourism another important industry: Major attractions include Crater Lake National Park, the Oregon Caves National Monument, and Lewis and Clark National and State Historical Parks. The multi-billion dollar travel industry, with \$8.7 billion in direct travel spending in 2012, is a vital part of Oregon's state and local economies.

This outdoor-focused culture, combined with the competitive business environment, make Oregon an ideal location for outdoor gear and active wear companies. The state is home to adidas America, Columbia Sportswear and global giant Nike. The presence of these global players has also encouraged a range of small to mid-size companies to start up in Oregon as they take advantage of the well-developed network of designers, suppliers, distribution networks and other critical industry tools. ■

Main Source: Business Oregon

Contact Details

For market entry opportunities in Oregon, please contact the GACC of the Western U.S.

>> www.gaccsanfrancisco.com

International trade is vital to Oregon's economy. According to the Representative of German Industry and Trade (RGIT), Germany is the biggest foreign employer in the state, creating about 10,000 jobs (2010). Oregon consistently ranks among the top ten U.S. states in exports per capita and one in four Oregon manufacturing jobs is linked to international trade. German-owned affiliates account for 21.3 percent of the 46,900 jobs created by foreign-owned affiliates (RGIT, 2010).

Crater Lake



Empfehlen Sie uns weiter...

...und erhalten Sie beide eine Prepaid Referral MasterCard...

Neukunde muss sich zu einem 24-Monate-Vertrag verpflichten

GERMAN
Mega Pack

MY
GERMAN
TV

GERMANY

ProSiebenSat.1
Welt

GKP+
German Kino Plus

DW

euronews **\$29.99**
pro Monat

...und als Neukunde erhalten Sie für zwölf Monate eine monatliche **zehn Dollar Online-Bonus-Gutschrift**, wenn Sie ein DISH Online-Konto einrichten und qualifizierende amerikanische Programme abonnieren.

\$10 Online Bonus Gutschrift erfordert einen 24-Monate-Vertrag, Online-Einlösung, automatische Abbuchung und Abonnement des DISH E-Newsletters.



1.888.347.4134

www.dishgermantv.com

MasterCard Prepaid Karte Empfehlungs-Angebot: Gültig für Aktivierung und Installation eines neuen DISH-Dienstes unter Digital Home Advantage mit einem 24-Monate-Vertrag und dem German Megapack, vor dem 30. Juni 2012. Erfordert Online-Einlösung nach Neuinstallation, muss vor dem 15. August 2012 eingelöst werden. Neukunde muss das qualifizierende Programmpaket beibehalten, um die Karte zu erhalten, die 4-6 Wochen nach Einlösung zugeschickt wird. Bestehendes DISH-Konto muss zum Zeitpunkt der Empfehlung auf dem aktuellen Stand sein, Limit ist ein Maximum von fünf Empfehlungen. MasterCard ist eine registrierte Handelsmarke von MasterCard International Incorporated. DISH MasterCard Prepaid Karten werden von MetaBank™ ausgestellt, aufgrund einer Lizenz von MasterCard International Incorporated. Diese Karte hat keinen Zugriff auf Bargeld und kann überall dort benutzt werden, wo Debit MasterCard angenommen wird. Die Karte ist gültig bis zu dem Ablaufdatum, das auf der Vorderseite der Karte sichtbar ist.

Der Empfang internationaler Programme erfordert zusätzlich entweder ein Internationales Basic Package oder eines der America's Top Packages für \$10/Monat.

Neukunden Angebot: Das Angebot Digital Home Advantage erfordert ein 24-Monate-Abonnement sowie Kreditwürdigkeit. Bei vorzeitiger Kündigung wird eine Kündigungsgebühr von \$17.50 pro noch verbleibendem Monat berechnet. Online Bonus Gutschrift für sich qualifizierende Programmpakete erfordert automatische Abbuchung (AutoPay) mit papierloser Rechnungsstellung, Online-Abonnement des DISH E-Newsletters. Diese Gutschrift ist Online einlösbar, spätestens 45 Tage nach Serviceaktivierung. Nach Ablauf der Sonderangebotsfrist wird der gegenwärtige Preis berechnet. Kostenlos nur für die fachmännische Standardinstallation. Alle Geräte sind geleast und müssen zum Kündigungszeitpunkt an DISH zurückgegeben werden oder es wird eine Gebühr für die zurückbehaltene Ausrüstung berechnet. Pro Kunde ist die Anzahl der Empfänger auf sechs begrenzt; je nach Art und Anzahl der Empfänger können eine Vorauszahlung und eine monatliche Gebühr erhoben werden. Alle Preise, Pakete, Programmierungen und Angebote können ohne Vorankündigung geändert werden. Das Angebot gilt nur für neue und sich qualifizierende ehemalige DISH Privatkunden und unterliegt den Bedingungen für Sonderangebote und Privatkundenverträgen. Zusätzliche Einschränkungen sind möglich. Das Sonderangebot ist gültig bis zum 20. Mai 2012. ©2012, DISH Network, LLC. Alle Rechte vorbehalten.

dish

WASHINGTON
★ UPDATE ★

NEWS FROM INSIDE THE BELTWAY

Taking the Temperature on Redistricting

by Adam Nielsen

At the polls this November Americans may find themselves voting for a different member of Congress than their neighbors, not because of their political party affiliation, but because of redistricting. It's an interesting time to revisit the process and take stock of what it may mean for November. It has already been two years since the 2010 decennial U.S. Census; this constitutionally mandated exercise (population counting) helps determine how seats in the U.S. House of Representatives are reallocated.

The topic seems simple at first glance but upon closer inspection it's a complex process that impacts how citizens in the U.S. elect local, state and national representatives.

The Process

There are 435 seats in the U.S. House and their allocation depends on the

population size of each state. The re-arranging of these seats is called reapportionment. Each state receives at least one congressional seat, and the remaining 385 seats are divvied up based on a statutory formula. (The District of Columbia, the nation's capital, does not have voting representation in the U.S. Congress, alas that is another article.) This census found the average size of a congressional district to be 710,767; it resulted in 10 states losing a total of 12 seats, those 12 seats will be reapportioned to 8 states with net increases in population.

Redistricting, or the redrawing of geographic boundaries, is the next step in the process. Delineations for city governments, state legislatures and the U.S. House are all redrawn. This is generally a politically sensitive process; states vary in how they determine the borders. In some cases state legislatures are responsible, while other states use independent commissions to redraw the lines. The process turns acrimonious when a majority-controlled legislature draws lines that minimize minority districts – that process is called



About the Author

Adam Nielsen is Director of Commercial and Energy Policy at the office of the Representative of German Industry and Trade in Washington, DC



REPRESENTATIVE
of German Industry + Trade

gerrymandering. This year most of the states saw no change in the number of their representatives but new maps created new districts and competitive races, in several cases between members of the same party.

Newly drawn districts have to adjust to competing needs from constituents. As boundaries get redrawn to make stronger districts for political parties, voting constituencies get reshaped to include urban and rural areas. Infrastructural, administrative and social needs of cities and rural areas vary; this places increased pressure on the member of Congress to adequately respond to the needs of the district. Some districts are also drawn in circuitous ways to avoid racial discrimination.

The Effects

Retirements typically increase during the election cycle following the census, but the current atmosphere of partisanship has magnified this trend. This House has

almost 50 members vacating this year including 23 retiring members, 15 seeking another public office, and 3 defeated in primaries (so far). Redistricting is one reason for the higher retirement rates, but departing members in both chambers also cite increased partisanship and rancor as reasons for leaving. The elimination of districts has set off intra-party fights, as some members search for new constituencies. Two time presidential candidate Dennis Kucinich (D-OH) considered running for election in Washington state when his district was combined with that of a neighboring democratic representative. In the end, he ran again in Ohio but lost in a primary election to Rep. Marcy Kaptur (D-OH), the longest serving woman in the House. On the Republican side freshman Congressman Adam Kinzinger (R-IL) recently beat long-time member Donald Manzullo (R-IL) in an Illinois primary. This surprise victory favors the recent freshman Republican class that rode in on anti-incumbency rhetoric. These races have consequences not only for the members,

but for the institutional memory of the House. When a career member loses an election or retires after 30 years, their party may not miss their seniority, but will certainly miss their expertise.

What does this all mean for the 2012 election? Pollsters vary on much of the finer detail, but the current make-up of the Republican controlled House (242 Republicans: 192 Democrats: 1 vacancy) provides a couple of indications. Democrats would need 25 seats to win back the majority, and redistricting has strengthened incumbents seats, strongly benefiting sitting Republicans. Prominent pollsters initially claimed that redistricting would provide substantial gains for Republicans, but now after more data is in more modest claims are being made. Many agree that their strengthened hold on existing seats could help them maintain a majority in the House, however. Reading tea leaves is a popular pastime in Washington, but real analysis cannot begin until after the general election in November. ■

WARBURG

REALTY ■

A Higher Standard Since 1896

The New York real estate market has shaped up in an interesting configuration in the first quarter of 2012, Frederick Peters, President of Warburg Realty recently reviewed in his monthly newsletter. The market activity has picked up and while rents are rising due to the uncertain economy, buying becomes more interesting economically. International buyers have returned increasingly to look for specific neighborhoods within Manhattan or pieds-à-terre. Tamara Laville has been a part of the real estate community for 10 years. She has worked as project manager on home renovation projects delivering apartments in turnkey condition.

"Service is the heart of my business. I'm a passionate matchmaker. Your home and its décor should inspire and reflect your life style", she says on how her mother has taught her on the value and art of real estate. Laville works with an international clientele seeking pieds-à-terre or investment properties. She recently traveled to Brazil on behalf of a client to assess an investment opportunity. Throughout her career Laville has worked with clients relocating to New York City. *"Relocation is the art of precision; over the years I have developed a system to provide my clients with a full service experience. My goal is to make the entire experience happy and rewarding".*

She has experience in New York, New Jersey and Massachusetts.

Tamara is a Certified Negotiation Expert, working with sellers, buyers and renters to maximize the value in every transaction. She is a proud member of the Real Estate Board of New York and the Greenwich Village Historical Preservation Society.

In Manhattan her specialty is Downtown, Laville is actively working with clients selling and buying luxury condos/co-ops and rentals in Tribeca, SoHo, West Village, Greenwich Village, Chelsea, the Financial District and Battery Park.

What are buyers looking for in Downtown Manhattan Neighborhoods?

Downtown neighborhoods like the West Village or SoHo are highly desired and have low inventory. Clients are hungry for the great space that some of the apartments have to offer in these areas:

TriBeCa is one of the most sought after neighborhoods in New York City. Ticking all the boxes of culture, restaurants and bars, schools and quality of life TriBeCa has it in abundance. Buyers who are interested in TriBeCa are seeking loft spaces, featuring exposed brick and beams, many with 18 foot ceilings and endless floor to ceiling windows. The charm of cobble stone streets and the expansion of the Hudson River Esplanade is the perfect blend of vintage and modern.

SoHo is coveted for its cast iron buildings, cobble stone streets and

expansive loft spaces. Buyers looking in SoHo want to be a part of the energy found on the bustling streets. The neighborhood offers an eclectic mix of boutiques from top designers to original labels and sidewalk vendors. SoHo has cuisines to satisfy every palette and budget, night life, galleries and chic hotels.

Buyers in the West Village have a variety of architecture to choose from, the West Village which includes the fashionable Meat Packing District offers Brownstones, row houses, lofts and luxury apartment buildings. The quality of life in the West Village is among the best in New York City providing an abundance of restaurants, bars and night life, world class shopping, easy access to the High Line Park which runs through West Chelsea. I eagerly embrace the challenges of each of these areas and draw inspiration from the characteristics that are unique to each community.

Trends in Pieds-à-terre

Pieds-à-terre purchases have increased in the previous year; many buyers are coming from the BRIC countries (Brazil, Russia, India and China). Buyers in the market for pieds-à-terre are looking for elegant spaces, with great views and diamond locations. Many are looking for turnkey condition apartments with great layouts. *"Some of my clients are looking for a great deal and are willing to undergo gut renovations to have a home that reflects their lifestyle"* says Laville.


Tamara Laville

Licensed Salesperson
 Warburg Realty Partnership Ltd.
 100 Hudson Street
 New York, NY 10013
 tlaville@warburgrealty.com
 212-380-2413 (Office)
 646-422-4029(Fax)
 917-703-7393 (Cell)
www.warburgrealty.com/agent/TRL

What should foreign buyers consider when buying or investing in New York City?

Foreign buyers should understand the difference between property ownership condo vs. co-op. It's critical to seek the services of a New York City based attorney experienced in real estate transactions in Manhattan. Additionally, buyers should consult a tax expert to understand their exposure.

Condo ownership is generally offered by design and new construction developments. Condos are the purchase of real property; owners receive a deed and pay an individual tax bill. In addition, the monthly costs consist of common charges for the maintenance of the common areas in the building. The price per square is typically higher than com-

"Service is the heart of my business. I'm a passionate matchmaker. Your home and its décor should inspire and reflect your lifestyle."

parable co-ops. The approval process for condo buyers is a less rigorous process.

Co-ops are properties that were converted and operate as a private cooperation. A co-op has a board of directors whom determine the co-op's rules including approval of purchases and sublets. All purchasers are subject to an interview with the board of directors. The board package requires personal and professional references and full disclosure of income and financial assets.

The proprietary lease is the right to reside in the apartment without actually owning the property. The shareholder contributes a monthly maintenance fee which is applied to the building's expenses, underlying mortgage and real estate taxes. Typically, the maintenance includes heat and hot water. A portion of the monthly maintenance is tax deductible and varies with each building. The price per square foot in co-ops is usually 10 to 20% less when compared to condos; buyers are usually limited to 80% in financing the purchase of a co-op.

It is important for foreign buyers to understand the by-laws of the building. The co-op must allow foreign buyers and should have a flexible sublet policy. The majority of co-ops require the owner to occupy for 1-3

years before allowing a sublet. Most sublets are for 1 year with a minimum of 3-6 months and renewal is subject to board approval. In rare instances co-ops allow subletting at the time of purchase. ■

Company History

1986 Frederick Warburg Peters joins Ashforth as Director of Sales.

1991 Frederick Peters and eight of the firm's top producing agents purchase the company from the Ashforth Family – the newly incorporated company becoming Ashforth Warburg Associates.

1992 The firm's in-house advertising agency is launched. Today, the agency provides strategic marketing support to the agents through advertising, direct mail, public relations and interactive media.

2010 Two years and running, warburgrealty.com, scored an impressive 99% on websitegrader.com – a score higher than any of our competitors – and continues to garner in excess of 7.5 million hits per month.

2011 Warburg Realty joined the cast of Selling New York with the Season 2 premier on January 1, 2011. On that day, we saw more than 509,000 hits on the site – breaking a nine month record.

A Lesson from the Space Program:

Building Successful Cross-Cultural Collaboration

By Vicki Flier Hudson

A child of the space-shuttle era, I grew up fascinated with space travel. I built model rockets and even took flying lessons, hoping to make it into NASA one day. I could not have known, however, how much my space obsession would help me build successful cross-cultural collaboration between my German and American clients. Let me explain.

With the spread of global business and connective technology, we cannot afford to ignore cultural differences. Left unaddressed, these differences account for an average of 25% in lost revenue in cross-border projects and contracts. Regardless of the statistics,

many organizations still assign low priorities to cultural differences. I see it all the time, in my work as a cross-cultural consultant and trainer. If culture has a huge impact on the bottom line, why don't more company leaders seriously address it?

Take Germany and the United States as an example. Although they have joint ventures and own businesses within each other's borders, a cultural gap remains. We have transcended our cultural differences to some degree, which is positive, but we have developed a false sense of security. Most companies have not completely bridged the gap, and once they do, they collaborate and prosper.

Where do cultural gaps show up in global business? The German style of communication tends to be more direct than the American style, but many Americans find it harsh. When German managers come to the United States, some struggle with having to give "softer" feedback to their American staff members. As a result, Americans sometimes resist requests from German counterparts, even those who attempt a softer approach.

Project management also suffers. The American approach tends to be more "trial-and-error." Managers try something, and if it doesn't work, they course-correct. In Germany, the need for planning and order takes a high priority, and German counterparts may require more time, rather than respond to a trial-and-error approach.



About the Author

Vicki Flier Hudson is the Chief Collaboration Officer for Highroad Global Services, Inc., a cross-cultural training and consulting company.

>> www.highroaders.com

What can we do to resolve cultural dissimilarities? It's not enough to recognize differences. Here's where my obsession with space exploration provides insight. NASA's Apollo program in the 1960s, a great example of German-American collaboration, put a man on the moon. Teams sat down well in advance of each launch to devise mission rules. Their protocols covered every aspect of the mission, from major emergency plans to small details of communication. The rules included definitions of mission terminology, even including the acronym ASAP—as soon as practicable. They set the criteria for items deemed mandatory, highly desirable, and desirable. They also determined roles and responsibilities; for example, "The flight dynamics officer will initiate the abort request command during the flight phase if the launch vehicle exceeds the flight dynamics envelope." By preplanning mission rules, the Mission Control team did not waste valuable time



making difficult decisions in the heat of critical moments. What's more, the team ensured alignment and mutual understanding. Working together in this way, the Germans and the Americans reached for the moon, literally.

Considering how much we rely on other cultures for our business results, why do we not create mission rules in our global teams or with our staff members? Every international joint venture or global team should have

protocol discussions to define what is in and out of scope for a project, how to communicate news of delays, how language and accent challenges will be addressed, and even what words such as "urgent" and "detailed" mean. Global teams should also discuss how to handle conflict. Setting norms for communication methods gets both cultures into alignment. Build mission rules for your global business, and you reduce the risk of miscommunication and increase your chances of launching a successful mission. ■



Welcome, New Members!

10EQS Consulting Services North America

www.10eqs.com

Allianz Global Corporate

www.agcs.allianz.com

American Renolit Corporation

www.renolit.com

ARKU Coil Systems, Inc.

www.us.arku.com

Ashland Specialty Ingredients

www.ashland.com

Berg+Schmidt GmbH & Co. KG

www.berg-schmidt.de

Brix + Partners LLC

www.brixcpa.com

Cassidy Turley

www.cassidy-turley.com

Columbia Consulting Group

www.ccgsearch.com

David Hale Global Economics, Inc.

www.davidhaleweb.com

Dynasafe U.S. LLC

www.dynasafe.com

Entre Commercial Realty LLC

www.entrecommercial.com

Foley & Lardner LLP

www.foley.com

German Bakeries Inc.

German JCI SF

Global Capital Finance Americas LLC

www.globalcapitalfinance.com

Grant Merchant Services

www.grantmerchantservices.com

Hark Orchids GmbH & Co. KG

www.hark-orchideen.de

Herfurth & Partner Rechtsanwalts-gesellschaft mbH

www.herfurth.de

Heytex Corporation

www.heytex.com

Innovative Resource Technology Group, LLC.

www.irtg-llc.com

ISOLITE GmbH

www.isolite.de

Kowal Tax Clinic

www.kowaltaxclinic.com

Leadership Dialogues, LLC

www.leadershipdialogues.com

Maine International Trade Center

www.mitc.com

Managing Partners International Corp.

mpmanagingpartners.com

MB Financial Bank, N.A.

www.mbfinancial.com

Mounting Systems, Inc.

www.mounting-systems.us

mt unirepair b.v.

www.mt-unirepair.com

OfficeLeaseCenter.com

www.officeleasecenter.com

Poggenpohl U.S., Inc.

www.poggenpohl.com

Rotzler GmbH & Co. KG

www.rotzler.de

SNR Denton U.S. LLP

www.snr-denton.com

SOS Children's Villages

www.sos-usa.org

Steinbach & Partner

www.steinbach-partner.de

Torquedo Inc.

www.torquedo.com

TriNet

www.trinet.com

Trubiquity

www.trubiquity.com

U.S. Steuerberatung LLC

VDI (Association of German Engineers)

www.vdi.de

Vecoplan AG

www.vecoplan.com

SCHOTT
glass made of ideas

Interview with **Linda Mayer**

GAT: The glass industry in the U.S. had been going through a lot of competition. What are the challenges and how is SCHOTT planning to withstand challenges?

Linda Mayer (LM): SCHOTT is fortunate in that we have a very diverse portfolio of businesses and industries which we serve. Because of the current economic situation, some of our markets are growing and expanding, while others remain soft. E.g., we are benefitting from the increase in demand for automobiles and healthcare products. On the other hand, the

housing market is still depressed and looks like it will take some time to recover. As a result, the glass industry has become more competitive in those areas where the market is shrinking. We will weather the storm by focusing on our core competencies and technical expertise. SCHOTT has a long history of working with our customers to provide quality products and services. We will also continue to leverage our scientific research capabilities to explore new markets and offer technical solutions.

**WELCOME
TO THE C-SUITE**



**Introducing New C-Level Executives to the
German-American Business Community**



Linda Mayer, President and CEO – Schott North America

Biography:

Ms. Mayer holds a Bachelor's degree in history from Stanford University, an MBA from the Wharton School of Business at the University of Pennsylvania, and an MA from The Johns Hopkins School of Advanced International Studies. Prior to joining SCHOTT, Ms. Mayer served in a variety of roles including Director of financial analysis, corporate planning, development and marketing for the Kohler Company, a

leading provider of kitchen and bath fixtures and designs, Vice President of Marketing at John Deere Consumer Products, SVP of Marketing and Product Development at Moen Inc., Vice President of Corporate Marketing at Rexnord Corporation, a manufacturer of power transmission and industrial components, and Vice President of Global Marketing and Product Management for Genie Industries.

We have a sizable investment, both here in the U.S. and worldwide, in Research and Development for innovating in glass and special materials. The fruits of that innovation will grow our market share based on our technical expertise and the quality of our products.

GAT: Which role does the North American Market play for SCHOTT?

LM: SCHOTT has a rich legacy in North America. In 1969, we opened the first melting facility specifically for optical glass in Duryea, Pennsylvania, at the request of the Department of Defense. Now, with nine business segments spread over 14 production sites, North America is a primary strategic region for the whole SCHOTT Group. We are heavily invested in the region, and all our business units are represented here. In some business segments, we have seen a shift in manufacturing as many North American customers have moved their production sites to Asia. We find that we have to structure our sales organizations to work with the U.S. based decision makers, yet then we may need to provide our products to production sites outside of North America. In addition, we are constantly looking to develop new business opportunities in the region based on market trends.

GAT: What is the strategy regarding international expansions and R&D?

LM: Each of our business units looks first to understand the markets in North America, then to leverage the R&D capabilities both here and

globally to meet those market needs. Being a global company, sometimes the right answer or insightful line of thinking is sitting five time zones away. We approach each business on a global level so that we can leverage our technical resources. We do have an R&D center in North America which provides support to the business units as well as research of innovative ideas which are not currently within the scope of any one business segment. Regardless of where a product is developed, the business segment will consider which markets globally have potential for revenue. In many of our business segments, we are moving to a model where we have a global production footprint supported by regional sales, marketing and development. ■



High quality optical glasses from SCHOTT.



MARKETPLACE

Professional Business Services, Facilities and Events

Kathrin Marx, a native German, has been guiding her customers through the New York real estate market for almost 7 years. Whether you are selling, buying or renting, she will get you what you are looking for!



Kathrin Marx
Hardinger Norton Group
Prudential Douglas Elliman
90 Hudson Street
New York, NY 10013
o: 212.965.6059
c: 718.809.2635
kmarx@elliman.com




NIETZER & HÄUSLER
WIRTSCHAFTSANWÄLTE - ATTORNEYS AT LAW (USA) - NOTAR

Germany
Nietzer@Unternehmensrecht.com
www.unternehmensrecht.com

American Service
and German Efficiency

THE COMPANY LAWYERS TEAM

ERNST & LINDER

ATTORNEYS AT LAW | NEW YORK

Ihre Deutschsprachige U.S. Kanzlei – Ansprechpartner bei Unternehmensgründung und Markteinstieg in den USA.

Unser Leistungsportfolio umfasst insbesondere:
Wirtschafts- und Gesellschaftsrecht, Visarecht, Markenmeldungen,
Vertriebsverträge, M&A, sowie Arbeitsrecht.

Dr. Marcus A. Ernst, ernst@el-law.com, +1 212 488 1666



**DM PROCUREMENT
CONSULTING, LLC**

Dieter Massek
President

56 Lewis Drive | Ridgefield, CT 06877, USA
Cell: +1 (203) 512-2811 | Fax: +1 (203) 438-6756
Im Rosengarten 13 | 55278 Mommenheim | Germany
Tel.: +49 (0)6138 - 928310
www.dm-procurement.com | d.massek@dm-procurement.com
Skype User ID: dieter.massek

How to advertise in Marketplace:

Send us your material and we place your ad on your behalf.

\$249 per issue.

Discuss further details:

Midwest: Ranja Radwan Radwan@gaccon.org
North East & West: Ning Wang nwang@gaccny.com
South: Pamela Jackson pjackson@gaccsouth.com

ADVERTISEMENT



EMO TRANS

Customized Global Logistics

EMO Trans has been providing international freight forwarding and global logistics services for air, land, and sea cargo since 1965.

With a network that consists of more than 250 offices in over 120 countries, we offer door-to-door control of every shipment. EMO Trans has the global presence and the local knowledge to customize logistics solutions which provides a level of service that is unparalleled in the industry.

SUCCESS BY PERFORMANCE

info@emotrans.com | www.emotrans.com

Event Calendar

May 2 – June 28

May 7

Annual General Meeting

Held by GACC South
Huntsville, AL
www.gaccsouth.com

May 16

Conference "Manufacturing,
Innovation and Workforce
Training"

Held by RGIT, Aspen
Institute, Embassy of
Germany, GCRI, AHK USA
Washington, DC
www.rgit-usa.com

May 17

Exclusive Dinner Event with
Governor Dr. Reiner
Haselhoff of Saxony-Anhalt

Held by GACC Western U.S.
Palo Alto, CA
www.gaccsanfrancisco.com

May 30

YEC Boat Cruise

Held by GACC New York
New York, NY
www.gaccny.com

Jun 7

White Asparagus Dinner

Held by GACC New York
New York, NY
www.gaccny.com

May 7-10

Business Delegation
"Sweets and Snacks"

Held by GACCoM
Chicago, IL
www.gaccomm.org

May 16

International
Business Networking

Held by GACCoM
Chicago, IL
www.gaccomm.org

May 17

CE Markings and the
EU Directives

Held by GACCoM
MN Chapter
Minneapolis, MN
www.gaccomm-mn.org

Jun 4

German Evening Reception
at AWEA Windpower 2012

Held by GACC South
Atlanta, GA
www.gaccsouth.com

Jun 14

Breakfast w/...
Florian Vollmer

Held by GACC South
Atlanta, GA
www.gaccsouth.com

May 2

Discussion and Luncheon
"Can the Euro Survive?"

Held by GACC PHL
and the American
Council on Germany
Philadelphia, PA
www.gaccphiladelphia.com

May 17

German Asparagus Dinner

Held by GACC South
Atlanta, GA
www.gaccsouth.com

May 17

EACC Spring
Networking Event

Held by GACC New York
New York, NY
www.gaccny.com

Jun 20

International Business
Networking

Held by GACCoM
Chicago, IL
www.gaccomm.org

May 10

NASA Tour

Held by GACC South
Houston, TX
www.gaccsouth.com

May 20-28

TAP-YTL Program:
Intelligent Transportation
Communication Systems,
Germany

Held by GACCoM
Munich, Frankfurt region,
Berlin, Germany
www.gaccomm.org

Jun 5

Business Seminar
w/ Hofmann Services

Held by GACC South
Atlanta, GA
www.gaccsouth.com

Jun 21

German-American
Economic Relations -
Panel Discussion & Dinner

Held by GACC New York
Frankfurt a.M., Germany
www.gaccny.com

May 4

Annual MERLIN Awards Gala

Held by GACCoM
Chicago, IL
www.gaccomm.org

May 11

White Asparagus
Gala Dinner

Held by GACC Western U.S.
San Francisco, CA
www.gaccsanfrancisco.com

May 17

German Asparagus Dinner

Held by GACC South
Houston, TX
www.gaccsouth.com

May 22

New Risk Regulations for
Foreign Owned Companies

Held by GACCoM
Indianapolis, IN
www.gaccomm.org

Jun 5

Energy Efficiency as the
Competitive Edge for
Manufacturers - Business
Delegation and Conference

Held by GACCoM
WI Chapter
Milwaukee, WI
www.gaccwi.com

Jun 28

Stammtisch on the Road

Held by GACCoM
Schaumburg, IL
www.gaccomm.org

GERMAN AMERICAN TRADE

THE MAGAZINE OF THE GERMAN AMERICAN CHAMBERS OF COMMERCE

Atlanta

**German American Chamber
of Commerce of the Southern United
States, Inc.**

1170 Howell Mill Road, Suite 300
Atlanta, GA 30318
T 404-586-6800 F 404-586-6820
info@gaccsouth.com
www.gaccsouth.com

Chicago

**German American Chamber
of Commerce of the Midwest, Inc.**

321 North Clark, Suite 1425
Chicago, IL 60654
T 312-644-2662 F 312-644-0738
info@gaccomm.org
www.gaccomm.org

Houston

**German American Chamber
of Commerce of the Southern United
States, Inc.**

Texas Office
1900 West Loop South, Suite 1185
Houston, TX 77027
T 832-384-1200 F 713-715-6599
info@gacctexas.com
www.gacctexas.com

New York

**German American Chamber
of Commerce, Inc.**

75 Broad Street, 21st Floor
New York, NY 10004
T 212-974-8830 F 212-974-8867
info@gaccny.com
www.gaccny.com

Philadelphia

**German American Chamber
of Commerce, Inc.**

One Penn Center, Suite 340
1617 John F. Kennedy Blvd.
Philadelphia, PA 19103
T 215-665-1585 F 215-665-0375
info@gaccphiladelphia.com
www.gaccphiladelphia.com

San Francisco

**German American Chamber
of Commerce, Inc. Office for the
Western United States**

One Embarcadero Center
Suite 1060
San Francisco, CA 94111
T 415-248-1240 F 415-627-9169
info-ca@gaccny.com
www.gaccsanfrancisco.com

Washington, DC

**Representative of German Industry
and Trade**

1776 I Street NW, Suite 1000
Washington DC 20006
T 202-659-4777 F 202-659-4779
info@rgit-usa.com
www.rgit-usa.com

Design and Production

Thinkersdesign

328 Commerce Street
Hawthorne, NY 10532
T 914-741-0445 F 206-203-3640
ideas@thinkersdesign.com
www.thinkersdesign.com

German American Trade is published bimonthly by the German American Chamber of Commerce Inc., 75 Broad Street, 21st Floor, New York, NY 10004.

Reproduction in whole or in part of any article is prohibited without permission.

Unsolicited manuscripts cannot be returned unless accompanied by a properly addressed envelope bearing sufficient postage. Editor reserves the right to edit letters to be reprinted. Editor and publisher cannot accept any liability for the accuracy or completeness of any material published. Contributed articles do not necessarily reflect the Chamber's position. If you have any comments regarding articles in this magazine, please call 212-956-1770.

Periodical postage paid at New York, NY and additional mailing offices:
USPS number 025-026

One Year Subscription: US\$ 30 (Euro 48)
One subscription is included in annual membership dues.

Single copy: US\$ 5 (Euro 8)

U.S. postmaster send address changes to:
German American Trade, 75 Broad Street,
21 Fl., New York, NY 10004.

Office of publication: New York

Publication date of this issue: May/June 2012

© Copyright 2012 German American Trade

GAT Editorial Team

Nicola Michels GACC NY
Editor & Advertising Coordinator
T 212-956-1770 F 212-974-8867
nmichels@gaccny.com

Ning Wang GACC NY
nwang@gaccny.com

Sandra Jones GACC NY
sjones@gaccny.com

Barbara Afanassiev GACC NY
Philadelphia Branch
bafanassiev@gaccphiladelphia.com

Pamela Jackson GACC South
pjackson@gaccsouth.com

Sabine Zimmermann
GACC NY, Office for the Western U.S.
zimmermann@gaccny.com

Jayne Riemer-Chishty GACC Midwest
riemer-chishty@gaccomm.org

Bettina Wurster RGIT Washington
bwurster@rgit-usa.com

KOM|PE|TENZ|NETZ|WERK^{*}

[kɔmpə'tɛnts'nɛtsvɛrk]

^{*}Network of Competence

Germany Trade & Invest and the German Chambers of Commerce Abroad form a globally active network of competence for the expansion of your business activity into Germany.

Our Services

- Market research & competitive analyses
- Tax, legal & financing information
- Market entry & site selection support
- Project management assistance
- External trade information

All of our investor-related services are treated with the utmost confidentiality and provided free of charge.

www.gtai.com

Promoted by the Federal Ministry of Economics and Technology and the Federal Government Commissioner for the New Federal States in accordance with a German Parliament resolution.



German American
Chambers of Commerce
Deutsch-Amerikanische
Handelskammern



GERMANY
TRADE & INVEST

lufthansa.com/us/first-class

A STAR ALLIANCE MEMBER 

First Class

A product of Lufthansa.



**Introducing a level of service so luxurious,
you'll wish the flight were longer.**

The new Lufthansa First Class. From humidified air and sound absorbing materials to our world famous service, every detail is engineered to offer unsurpassed tranquility. For more information, visit lufthansa.com/us/first-class



Lufthansa