

GERMAN AMERICAN TRADE

SEP/OCT 2014



Der CEO and Das Auto –
Interview with Volkswagen
Group of America CEO
Michael Horn

Innovative German
Startups Accelerate
in New York's
Silicon Alley

Turning Water into
Beer – Interview with
Paulaner Brewmaster
Andreas Heidenreich

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The Fall of the Berlin Wall – Celebrating the 25th anniversary

This year we celebrate the 25th anniversary of the fall of the Berlin Wall. Nearly a year after this historic event, democratic West Germany and communist East Germany would begin the process of merging into one nation.

The economy in East Germany was down even before the Wall. Most businesses were in bad shape and the infrastructure was inadequate. Around 8,500 formerly state-owned enterprises had to be privatized by the Treuhandanstalt, Germany's privatization agency.

However, the rural areas of eastern Germany have traits that make it unique and different from the west. Today, with its strong market, prime location in the center of Europe, modern infrastructure, and highly-skilled labor, the eastern part of Germany combines the best advantages of both Western Germany and Eastern Europe. Parts of Eastern Germany have become a magnet for high-tech, highly-skilled manufacturing and research.

Thus, the Berlin Wall underwent a transformation from a symbol for suppression to an emblem of freedom. Today, numerous German companies located in the eastern parts of Germany are competitive on a global scale in manufacturing, services, and trade. Many invest in the United States. Likewise, U.S. companies have been drawn to the attractive investment climate of Eastern Germany.

U.S. industry has also experienced many changes over the past 25 years. Today, experts are pointing to a reindustrialization of the country as



*Dr. Thomas Zielke
President and CEO,
Representative of German Industry
and Trade, Washington, D.C.*

a whole, as access to shale gas reserves bring the promise of job creation. The parallel is clear: much like Eastern Germany, cities like Detroit now have a chance to undergo a transformation of their own with the help of international partners and suppliers.

We should not forget that without the support of the United States, the reunification of East and West Germany would not have been possible. For this reason, we honor and celebrate the 25th anniversary of this historic event together.

Sincerely,

*Dr. Thomas Zielke
President and CEO
Representative of German Industry
and Trade (RGIT)*

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MERGERS & ACQUISITIONS**ContiTech Acquires Automotive Parts Distributor Cadna Rubber**

ContiTech, a subsidiary of German automotive supplier Continental, has acquired 100% of the shares of Cadna Rubber Company - American automotive parts distributor, a move which strengthens its position in the automotive aftermarket in the U.S. ContiTech, based in Memphis, Tennessee, primarily sells power transmission belts, hoses, and metal components to retail and wholesale channels. The company has sales of approximately \$15m and employs 30 people.

>> automotive-business-review.com

Salesforce.com Teams up with Deutsche Telekom to Expand German Presence

Salesforce has clasped hands with Deutsche Telekom in a strategy to expand the company's presence in Germany. The company announced that Deutsche Telekom's customer unit T-Systems will become the provider for Salesforce's German datacenter, as well as partner the cloud service provider in Germany, Austria and Switzerland.

>> www.zdnet.com

KKR Offers to Take Full Control of German's WMF

Buyout group KKR has launched an offer to take full control of German cutlery and coffee-machine maker

WMF, which it then would delist from the Frankfurt stock exchange. Holders of preferred shares have until August 11 to accept a 53 euro (\$72.29) per share offer - a premium of 11 percent on the last three months' average share price, KKR said in a statement on Monday.

>> www.reuters.com

Siemens to Sell Microbiology Unit to U.S.-Based Danaher

German engineering group Siemens agreed to sell its clinical microbiology business to Beckman Coulter, a subsidiary of Danaher Corp, as part of a restructuring plan designed to improve profitability. Siemens, which did not disclose financial details of



Mr. Smith and the German beer etiquette

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

the deal, said the move allowed it to focus its healthcare division more on its in-vitro business.

>> www.reuters.com

Aurelius Buys Scholl Shoe Business from Reckitt Benckiser

German private equity firm Aurelius said on Monday it is buying Reckitt Benckiser's Scholl shoe business in its efforts to expand internationally, betting on the brand's growth potential. Under the agreement, Aurelius would acquire the international rights for the Scholl footwear business, excluding North and South America.

>> www.reuters.com

MARKET ENTRIES & RELOCATIONS

Germany-Based Borgers USA Corp. to Establish \$60 Million Manufacturing Facility in Norwalk, Ohio

Borgers USA Corporation, a Germany-based automotive supplier, will locate its second North American manufacturing center in Norwalk, Ohio. The firm's new \$60 million facility will employ 230 Ohioans. As the U.S. subsidiary of Borgers AG, Borgers USA Corporation is an automotive supplier that manufactures acoustically efficient interior and exterior components. The Norwalk facility will supply the company's Midwestern customers.

>> www.areadevelopment.com

3D Printer Company MakerBot Opens European Outpost in Germany

After relying on resellers to sell its 3D printers in Europe for a while, MakerBot is finally committing to a European presence and opening up an office. The 3D printer company is opening a new office in Stuttgart, Germany, and is taking over its reseller network in Central and Eastern Europe. As part of this expansion, MakerBot is acquiring some assets from Hafner's Büro, a long-time German reseller of MakerBot, and its owner and president, Alexander Hafner, will become general manager of MakerBot Europe.

>> www.venturebeat.com

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RIGHT IN THE CENTER – THE GREEN HEART OF BERLIN



STEIGENBERGER HOTEL AM KANZLERAMT BERLIN

The Steigenberger Hotel Am Kanzleramt opened on May 1st and has its name from its view of the Federal Chancellery and the Reichstag building. The new hotel in the centre of Berlin near the main station offers high-class comfort and is ideal for business travellers and city tourists. Restaurant and bar cater to almost every taste. In the fitness and wellness area you enjoy a magnificent view. Jogging and walking are possible along the Spreebogen, the bend in the river, with the Federal Press Beach and can be extended without any problem to the Brandenburg Gate. With local public transport you can quickly and easily reach further highlights of the city.

Steigenberger Hotel Am Kanzleramt
Ella-Trebe-Strasse 5, 10557 Berlin
www.kanzleramt-berlin.steigenberger.com



Südwolle Group Opening 1st U.S. Plant in Mount Airy, NC

German textile manufacturer says it plans to open its first U.S. operation in Mount Airy at an 18,000-square-foot distribution center. Südwolle Group, a 94-year-old family owned company based in Nürnberg, makes pure wool and wool-blend worsted spun yarns for weaving, and circular and flat knitting. It also has operations in Australia, China, Italy, Poland and Romania. The site is a vacant warehouse, and it's projected to open this month.

>> www.wfmynews2.com

U.S. Craft Brewer Taps German Site

Stone Brewing is taking its craft to Germany, a country with some of the deepest brewing roots in the world.

The Escondido, California-based Stone, which is ranked No. 10 in sales volume among U.S. craft breweries, plans to open a brewery in Berlin within the next two years. The move makes it the first American craft brewer to independently own and operate a brewery in Europe.

>> www.usatoday.com

Concept Laser Announces New USA Subsidiary

Concept Laser has announced plans to open a U.S. subsidiary, following growing demand for generative laser melting with metals in the USA. The company already has a subsidiary in China, and company headquarters in Lichtenfels, Germany.

>> www.metal-powder.com

Blu E-Cigs Maker: Zippo Is Using 'Opportunistic Trolling Tactics'

A German court has ordered a subsidiary of U.S. tobacco giant Lorillard Inc to stop selling the popular blu e-cigarettes in that country, citing trademark confusion with lighter and fuel products sold by Zippo Manufacturing Co. Pennsylvania-based Zippo, which announced the preliminary injunction against Cygnet UK Trading is also engaged in a high-stakes trademark fight over the blu name in the United States and several other countries.

>> www.reuters.com

INVESTMENTS & EXPANSIONS

German-Based Tannery ISA TanTec Invests More than \$10 Million to Establish Plant in Vicksburg, Mississippi

The German tannery ISA TanTec will invest more than \$10 million to establish a new production plant in Vicksburg, Mississippi, with plans to eventually create 370 jobs. The company said it is responding

to the growing demand from U.S. shoe manufacturers for high-quality leather that is made in the USA. Like ISA TanTec's two existing tanneries in China and Vietnam, its plant in Vicksburg, which is scheduled to begin operations in January, will feature "extremely low consumption of energy and resources."

>> www.areadevelopment.com

SW North America, Inc. Opens Canton Technical Center to Increase Sales and Support Existing North American Customers

SW North America, Inc., a leading manufacturer of precision metal-working production machines, today announced it has opened its new North American sales and technical center to better serve and support its customers. The new operation is located in Canton, Michigan.

>> www.uk.finance.yahoo.com

MagForce Expands into the U.S. Market

Magforce AG : Says expands into the U.S. market and is allowing limited number of selected accredited investors, including management, to acquire minority stake in Magforce USA, inc. The company announces that it has successfully established Magforce USA, Inc. to be responsible for developing North American market for Magforce's technology and products.

>> www.reuters.com

Gear Pump Maker Witte Expands in Germany and USA

Witte Pumps & Technology GmbH, the German maker of gear pumps for extrusion, has moved into a new headquarters factory in the Hamburg area, and the company also is beefing up its U.S. operation. The new plant in Tornesch has

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What if Republicans Win the Senate?

In early November, the U.S. will hold midterm elections. According to the latest polls, the odds for Republicans to not only defend their majority in the House of Representatives but also gain control of the Senate are better than even. What are the potential consequences for the political outlook over the next two years?

To be very clear: Even in the case of a Republican victory, there won't be a major shift in the political direction. All important bills by Republicans will either end in the Senate (filibuster) or be vetoed by the President. In other words, political gridlock is here to stay – only with a different balance of power.

That, however, does not mean that the outcome of the midterm election does not matter. If one party controls both chambers of Congress, it has plenty of opportunities to impact the direction of the public debate. There can be no question that Republicans will try to use this power to improve their chances of winning the Presidency, and thus total legislative control, in 2016. Among the possible steps that a Republican Congress is likely to take are forcing Presidential

veto, rejecting the President's budget (but not another shutdown), blocking the President's nominees for Supreme Court and Fed Board, as well as launching investigations against the administration.

To be sure, there is also the hope that a Republican victory at the upcoming midterm election might mark the beginning of a more constructive tone in Washington. After all, a Republican Congress might want to show to the electorate that it can get something done. Even President Clinton and Speaker Gingrich, after a hostile start, got their act together and passed a major welfare reform as well as a landmark deal to balance the federal budget. Areas in which Republicans and Democrats these days may find common ground are immigration and corporate tax reform. But while hope springs eternal, we remain skeptical.

Will all of this ultimately help the Republican Party to win it all in 2016? We do not think so! First, the majority of Americans continues to prefer the Democratic Party. Second, the President's economic record is not so bad, if we look at the development of the unemployment rate and the



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federal budget deficit, arguably the dominant macro indicators during the campaign. Finally, there is another third of the Senate up for reelection in 2016. No less than 24 of the then contested 34 seats are currently owned by Republican Senators. That gives Democrats plenty of opportunities to pick up a couple of seats, and reclaim the majority of the Senate, which they may or may not lose this November. ■

3,500 square meters (37,675 square feet) of production space. Large cranes will enable Witte to easily move large pumps weighing up to 40 metric tons.

>> www.plasticsnews.com

Germany's Aichele to Build \$2 Million Manufacturing Plant in Gastonia, NC

Aichele Inc. will build a \$2 million plant in Gastonia Technology Park that will make cutting equipment for the nonwovens and paper industries. The company, a unit of

German-based Aichele Werkzeuge GmbH, will employ about five workers. It has already bought a 6-acre site in the park.

>> www.bizjournals.com

German Nest Competitor Tado Looks to Expand in the U.S.

Is the competition among smart thermostats heating up? German smart thermostat company Tado recently raised \$13.6 million in new financing from backers Target Partners and Shortcut Ventures. CEO

Christian Deilmann says the funding will be used to fuel growth in Europe and help the company expand in the United States. Earlier this year, Google acquired smart thermostat startup Nest for more than \$3 billion.

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Der CEO and Das Auto

Interview with Michael Horn, President & CEO of Volkswagen Group of America

By: Jan Vater, GACC



Michael Horn

Volkswagen, Germany's biggest car company, has created some of the most iconic motorized vehicles over the past 70 years. If you belong to the post-WWII German baby boomers, chances are overwhelmingly high that your first car was a Volkswagen Beetle. Sales volumes of the quirky air-cooled vehicle even overtook Ford's Model T. The car became an icon and it literally ran for decades. The model that succeeded the first German "people's car" was equally successful and gave its name to an entire era – Generation Golf. Steadily increasing demand for Volkswagen's products drove the expansion of the company. Therefore, it comes as no surprise that Volkswagen recently overtook General Motors as the second biggest car manufacturer in the world. Volkswagen, however, does not stop there; recent expansions and acquisitions are proof of a clear goal: the top.

Today, the company operates 106 production plants in 19 European countries and another eight in the Americas, Asia and Africa. In the U.S., Volkswagen Group has a strong presence with its subsidiary Volkswagen Group of America (Audi, Bentley, Bugatti, Lamborghini, Volkswagen) plus the brands Porsche and Ducati. Headquartered in Herndon, VA, the subsidiary employs over 6,000 workers throughout the United States in nearly thirty locations. In the U.S.

alone, Volkswagen Group of America relies on a network of approximately 1,000 dealers to make their cars and SUVs accessible to the U.S. customer.

The American market is an important factor for the company's success. Based strongly on U.S. consumer demands, Volkswagen brought forward a futuristic SUV concept study in January 2013. The "Cross-Blue" midsize SUV concept received much positive feedback from the press and the public, which left many hoping for it to go into production. The calls were heard, as in July this year, Volkswagen announced that it will realize the prototype study and that its new midsize SUV will be produced in the Chattanooga, Tennessee plant. Since May 2011, Volkswagen has been producing the new Passat in Tennessee with a capacity of 150,000 vehicles per year. The production of the new model will be integrated into existing plant structures. The expansion of the Chattanooga plant comes with a \$600 million investment by Volkswagen, which is planned to create approximately 2,000 additional jobs.

A new model lined up and expansions of the U.S. production facility also came with a change of leadership. As of January 2014, Michael Horn holds the position of President and CEO of Volkswagen Group of America as well as President for Volkswagen of America.

"There is great demand for a midsize SUV and the 'CrossBlue' will be a truly great German-designed, American-built vehicle."

Michael Horn, President & CEO of Volkswagen Group of America

GAT: Volkswagen's "Strategy 2018" has a clear goal: Becoming the number one car company in the world within the next four years. How important is the U.S. market segment for Volkswagen in achieving this goal?

Michael Horn (MH): To clarify, Strategy 2018 is about positioning the Volkswagen Group as a global economic and environmental leader among automobile manufacturers. We have four clear goals: First, to become a world leader in customer satisfaction and quality. We see high customer satisfaction as one of the key requirements for the company's long-term success. Secondly, our aim is a long-term return on sales before tax of at least 8 percent to ensure that the group's solid financial position and ability to act are guaranteed even in difficult market periods. Third, Volkswagen aims to be the most attractive employer in the automotive industry by 2018. To build the best vehicles, we need the best team in the sector. Lastly, Volkswagen aims to increase unit sales to more than 10 million vehicles a year by 2018.

The U.S. is a very important market for the Volkswagen Group. Last year, the group delivered 611,747 vehicles in the U.S. and we expect this pace to continue this year. Long term, the U.S. is and will remain one of the most important markets for the

Volkswagen Group. Over the past few years, we have achieved quite a bit, Volkswagen and Audi nearly doubled the sales between 2009 and 2013. We are now launching the second phase of our growth strategy in the U.S., including the recent announcement of the midsize SUV for the Volkswagen brand. With the midsize SUV, the expansion of the Chattanooga Plant, and the new development center, the focus is on the wishes of the U.S. customer. This is also a strong signal for the U.S. as an industrial and automobile production location. From 2014 to 2018, the Volkswagen Group will be investing more than \$7 billion in North America.

GAT: The factory in Chattanooga, Tenn., made headlines over the past few weeks with the announcement of a \$600 million planned investment. In what way is the new midsize SUV "CrossBlue" that will be built at that facility also a commitment to the U.S. as a production location?

MH: This massive new investment in our Chattanooga manufacturing facility is a confirmation that our team members there are building vehicles to the highest quality standards, and further expansion solidifies Volkswagen's decision to build cars where we sell them. There is great demand for midsize SUVs in the U.S. With the decision to produce the car in Tennes-



New midsize SUV from Volkswagen to be produced in Chattanooga (Concept car shown)

see we will bring a vehicle with true Volkswagen DNA - but 100 percent engineered and designed for the U.S. and built in the U.S.

GAT: The new SUV is not the only expansion of the Chattanooga facility. The North American research center for Volkswagen will be located in Tennessee as well. What were the reasons for creating a U.S.-based research and engineering center?

MH: The new National Research & Development and Planning Center will be responsible for project coordination in the North American market. The objective is to identify customers' feedback in the market and to integrate them more expeditiously into existing and planned vehicle models. This will lead to the creation of approximately 200

qualified engineers working in Chattanooga. This decision is another element in the investment program that the Volkswagen Group has launched in the region.

GAT: Volkswagen recently purchased the BlackBerry (Eigennamen) Center in Bochum. Why did you do this?

MH: Correct, the Volkswagen Group is taking over BlackBerry's European research and development center in Bochum (Germany). With the newly founded Volkswagen Infotainment GmbH, the Wolfsburg-based automotive group is further expanding its expertise and capabilities in the field of vehicle connectivity. As you know, it is very important to offer top-notch technology - particular in the U.S. With its objective of interlinking vehicles and the surrounding world,

the field of 'connectivity' forms a focal point of research and development within the Volkswagen Group that has seen rapid growth in recent years. Connectivity will be a key feature for cars in the future. Many customers are expecting connected vehicles of a new dimension in terms of convenience and road safety. Around the globe, our customers' aspirations will change rapidly, leading to shortened cycles of innovation for systems and functions. In order to be able to meet these challenges, it is necessary for us to broaden and expand our options through additional know-how.

GAT: As a global company, Volkswagen has to cater to different markets. How do the requirements and consumer demands for U.S. cars differ from the suite of products sold in Germany?



Volkswagen Chattanooga Plant

MH: While U.S. and German customers have many similar preferences – high quality, safety, performance, etc., U.S. customers tend to be more value and price conscious. Each vehicle segment in the U.S. is therefore very competitive. In addition, U.S. consumers, generally speaking, prefer larger cars and SUVs in comparison to Germany. For example, the Passat built for the U.S. market is considerably bigger than the Passat built for European taste. In terms of the U.S. market overall, currently truck and SUV sales are outpacing car sales and we expect this trend to continue.

GAT: According to your resume on the Volkswagen website you have been with the company for more than 24 years. Besides the fleet of various Golfs in your youth, do you have a personal favorite Volkswagen model and what are you currently driving?

MH: At the moment, I am driving a Chattanooga-built Passat – a great car. The next one will be the new Golf, which is probably one of my favorite vehicles from Volkswagen. It's truly an icon of the brand and represents 100 percent true Volkswagen DNA with all the VW engineering and quality in such a great package. Globally over 30 million Golfs have been sold and with the latest, seventh-generation model, we expect the vehicle's desirability to continue. In the U.S. we will offer the Golf TDI Clean Diesel, turbocharged TSI, Golf GTI, Golf R and Golf SportWagen. In addition, this fall we will launch our first entry into the e-mobility space with the e-Golf – this car is important for Volkswagen brand.



Michael Horn, Governor Bill Haslam, and Prof. Dr. Winterkorn

GAT: One of the most discussed topics at the moment when it comes to U.S.-European relations is the Transatlantic Trade and Investment Partnership agreement (TTIP). How important is this agreement for Volkswagen's U.S. business and would it have an influence on production location for the U.S. and European markets?

MH: Volkswagen Group of America welcomed the launch of the Transatlantic Trade and Investment Partnership negotiations between the E.U. and U.S. governments. Given the importance of the U.S. market to Volkswagen's global sales strategy, this effort to reduce barriers to trade is a priority for our company. We have supported the concept of regulatory convergence since discussions began in 2011, and will continue to be involved in

the consultative process for the comprehensive economic agreement through our trade associations on both sides of the Atlantic (ACEA, the Alliance of Automobile Manufacturers, and the Transatlantic Business Council). We believe the TTIP presents a tremendous opportunity for supporting jobs and promoting growth and competitiveness in the U.S. and Europe.

Greater automotive regulatory harmonization between the European Union and U.S. would open the door for increased trade, lower costs to consumers and manufacturers, create jobs, and improve the international competitiveness of the industry on both sides of the Atlantic. This would strengthen the automotive industry and the economic contribution made in both regions. ■

The Siemens logo, consisting of the word "SIEMENS" in a bold, teal, sans-serif font, is positioned in the top left corner of the page. It is set against a white rectangular background that is part of a larger white header area.

SIEMENS

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A photograph of a rural Iowa landscape featuring two large white wind turbines. In the foreground, there is a field of dry, brown grass. In the middle ground, there is a white two-story house and a large white barn with a red lower section. The background shows more trees and a clear blue sky with a few wispy clouds.

Farming wind in Iowa and powering America's future.

Siemens is helping wind power become a significant part of the U.S. energy mix.

The energy landscape is changing. Siemens is committed to advancing America as a leader in wind energy. In a massive undertaking, Siemens is partnering with local energy providers to expand the scope of wind power in Iowa by adding hundreds of new wind turbines. Once completed, the additional turbines will make up a substantial part of the region's energy mix—capable of powering over 320,000 homes.

Economic opportunities are also blowing in. The growth in wind energy helps support hundreds of manufacturing, construction, and maintenance jobs, bringing prosperity to communities across Iowa—and across America. A new era in American energy has arrived.

Somewhere in America, Siemens is building answers that will make a difference in our lives.

siemens.com/answers

Taking a Bite out of the Big Apple

Innovative German Startups Accelerate in New York's Silicon Alley

By: Wolf-Dietrich Braun, IHK Berlin & Jan Vater, GACC

New York City was once the gatekeeper for people from all across the globe who were seeking a new beginning, opportunities, or a fresh start in the U.S. Today, the city of over 8 million people has not lost any of its attractiveness for young entrepreneurs who are seeking to expand their business across the Atlantic.

Every new beginning in a foreign country holds many obstacles for a young business. In order to support a successful market entry for German startup businesses in the U.S., German Accelerator Inc. was founded. The German Accelerator is a growth acceleration program that supports German startups from ICT-related sectors. It provides startups with hands-on mentoring and office space at its locations in Silicon Valley, San Francisco, and New York City. The

German Accelerator identifies and selects the most promising German startups and assists them in their pursuit of becoming category leaders with lasting competitiveness and success in the global marketplace. The accelerator in New York is operationally supported by Genesys Partners and the German American Chamber of Commerce New York.

“As one of the partners of the German Accelerator program, the GACC New York supports especially young companies in their efforts to enter the U.S. market. In addition, the GACCNY will initiate its own short-term program for startups regarding the U.S. and especially New York City,” announces Dietmar Rieg, President & CEO of the German American Chamber of Commerce, Inc. New York.

As of July this year, the German Accelerator has started operating its New York City location with a kick-off event at the German House at United Nations Plaza. Amongst many guests and speakers were the first three startups that participate in the program at the New York City facility.

Arash Houshmand, founder of Contigua, states: “The U.S. is the biggest consumer market in the world and adapts quickly to innovation. In order to grow our business and improve our product we had to expand into this market. The German Accelerator gave us the opportunity to take this important step. A company without customers is not a company and in New York we have access to the major consumer brands in the world.” Contigua is the provider of 10stamps. 10stamps enables restaurants, hotels and service companies to improve their customer loyalty by offering a digital loyalty or punch card.

Intraworlds is a leading provider of innovative talent relationship management and corporate alumni solutions. “Our key market consists of professional service firms. New York is the perfect location for our business. Not only can we benefit from the proximity to customers, but we will also have access to the diverse human capital in the city,” said Stephan Herrlich, founder of Intraworlds. He further added: “Many opportunities mean there is also a large base of competitors. We look forward to working in such a competitive environment that



MYKITA Shop in New York City



Left to right: Arash Houshmand (Contigua), Stephan Herrlich (Intraworlds), and Andreas Schroeter (wywy) at the German Accelerator kick-off event

challenges our thinking and enables us to build our product around our U.S. customers.”

Andreas Schroeter, founder of wywy, a technology that synchronizes accompanying TV content and advertising in real-time with the actual live broadcast, emphasized: “Innovations in the advertising industry usually come from the U.S., which is the world’s biggest market in this segment. New York offers an outstanding diversity in many respects. Being part of such an environment will inspire us to think outside the box and to avoid common pitfalls. This gave us a head start over our mainly European competitors on the U.S. market.”

For the German industry, the U.S. with its trade volume of approx. EUR 136.9 billion is by far the most important foreign market outside the European Union. With a population of 318 million and an estimated GDP of 17.5 trillion U.S. dollars, as projected for 2014, the largest national economy of the world continues to attract and offers profitable business

opportunities. This holds true especially for New York City and the U.S. East Coast.

However, distribution and sales in the U.S. differ greatly from how it is done in Europe. “For someone from central Europe, only used to a relatively large population in a small area, this can be a real challenge,” says Christian Leicht, Global Sales Director of Mykita GmbH, a German company with a subsidiary in the Northeast of the U.S. However, he sees “a huge potential” in Mykita’s strongest market, especially in New York City as the fashion and finance capital of the U.S.

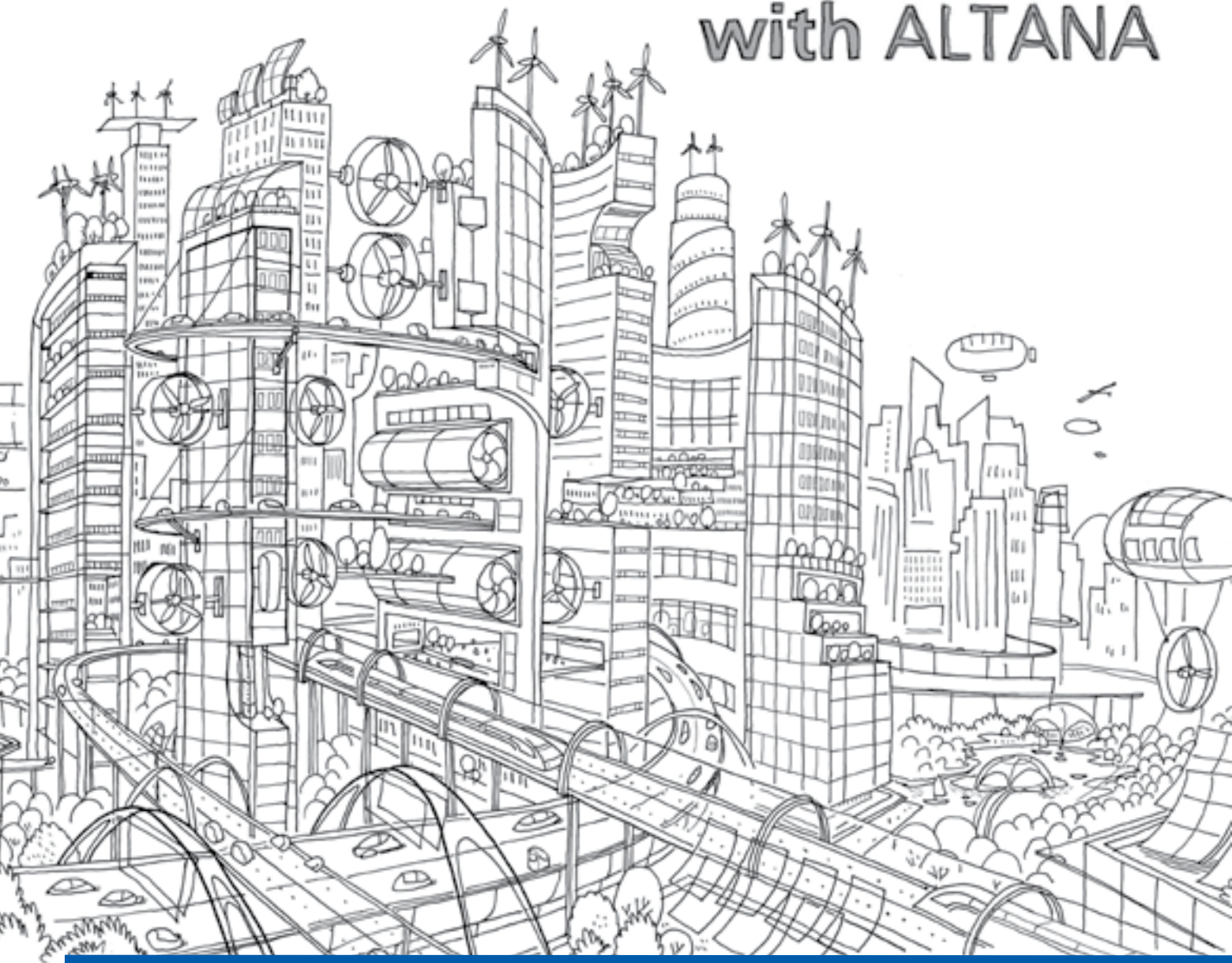
High-quality design products are particularly in demand. “We came to the U.S. 30 years ago because we were fascinated by the size of the U.S. market and because we were also convinced that our quality products would have an excellent chance in this country,” says Klaus-Peter Siemssen, Chairman of Berlin’s Selux AG. As with many other companies, initially it had only been planned to export products, but

this was not sufficient. A sustainable success in the U.S. can only be achieved if the particularities of the U.S. market are observed. According to Peter Stanway, CEO of Selux Corp., the U.S. subsidiary of the company, products designated and designed for the German market have to be „Americanized“, even if it is only regarding subtleties. Furthermore, it is important in the U.S. to be recognized as a U.S. company. Whether Selux would have been awarded the contract for the lighting system for the 9/11 Memorial at Ground Zero if it had applied as a German corporation headquartered in Berlin instead of a U.S. corporation located in the state of New York may be considered unlikely.

To go local with a subsidiary can also be a crucial advantage for startups in their search for investors. “It is rather unlikely for a U.S. investor to invest into a German GmbH, a limited liability company under German law. Americans are often having a hard time with the German legal and fiscal systems, and already have a substantial pool of promising companies to choose from in their local market,” says Nikolas Schriefer, one of the founders and CEO of Stagelink GmbH, who thinks that just for that reason alone forming a corporation in the U.S. is an option to think about. The Berlin startup Stagelink offers online solutions for the marketing of music events and will make the move to New York City in line with the German Accelerator program. ■

*Translation from German
by Sandy Jones, GACC*

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Turning Water into Beer

Interview with Paulaner New York Brewmaster Andreas Heidenreich

GAT: How important is the water quality for the brewing process?

Andreas Heidenreich (AH): The quality of water is indeed important for the brewing process. Beer consists of over 80 percent of water. Most important is the degree of water hardness, soft water is perfect for brewing beer. For example, “Münchener Dunkel” is a dark beer from Munich, Bavaria, brewed with hard alpine water which is full of minerals. Back in the days, before it was possible to soften water, the hard water turned the beer dark. In Pilsen, in the Czech Republic, the water is considered soft and therefore Pilsner beer is traditionally light in color.

GAT: Have you noticed any differences in quality or taste when it comes to Paulaner brewed in NYC or Munich?

AH: Matter of fact is that the water here in New York is really soft and therefore excellent water for brewing beer. Before we opened up the Paulaner micro-brewery in New York, we had sent samples of the water to our laboratory in Munich. When the lab in Germany received the results, they were astounded by the high quality and the level of softness. Many wondered why there are so few breweries in New York City. In recent years, however, the scarcity of NYC breweries has been

lessening. Over the past five years, the amount of breweries has grown to about 15.

GAT: One thing I noticed amongst German tourists is that almost all of them dislike the taste of NYC tap water. What do you think causes this and how does it taste to you?

AH: This is most likely due to the small amount of chlorine in the water in the U.S. which is added to kill off bacteria. For the brewing process, however, this is no problem at all. Chlorine vaporizes at around 25 to 30 degrees Centigrade (77 to 86 degrees Fahrenheit). We're cooking the wort (liquid extracted from the



Brewmaster Heidenreich behind the bar at the Paulanerbrewery

"The water here in New York is really soft and therefore excellent for brewing beer."

Andreas Heidenreich, Paulaner New York Brewmaster

mashing process during the brewing of beer) at 100 degrees (212 degrees Fahrenheit) Centigrade for about 70 minutes which eliminates any traces of chlorine. We are using regular tap water in the brewing process. It is definitely safe for German tourists to drink the tap water here in New York since it meets our German standards for the brewing standards.

GAT: Can you make German beer with American water? Are there any differences in the brewing process?

AH: No problem at all. There are no differences in the brewing process when it comes to German or American water. I had to deal with low-quality water before in the past when I worked for Paulaner in Asia.

GAT: When it comes to German beer, people immediately think about the "purity law". It is claimed that this historic law merely had taxation purposes, is completely outdated, and prohibits major brewing innovations. What is your opinion on the purity law?

AH: Honestly, I am glad that the "purity law" still exists. With the four ingredients (water, hops, malt and yeast) it is possible to brew an endless variety of different beers. Here in our New York location, for example, we are brewing "Indian Pale Ale" or "Lemon-Weizen", strictly according to the purity law. The use of different kinds of hops gives us a

great way of creating new recipes. There are over 40 different kinds of hops alone. The same goes for malt, there is chocolate malt, roasted malt, and many others. You can do so much with just these varieties of the basic ingredients. You don't need to add pumpkin or strawberry to make a unique beer.

GAT: Since water is such an important ingredient, do you think that water needs to be protected by a purity law as well?

AH: As far as I am aware, all craft brewers in the U.S. are using a water

treatment plant in order to kill bacteria and achieve the desired degree of hardness. Bacteria such as Escherichia coli (E.coli), does not survive the brewing process anyway. Beer in general is pretty resistant against bacteria. The cooking process, alcohol, and also hops all have a sterilizing effect. There are some bacteria that can survive the brewing process like lactobacillus, which turns the beer sour. The beer taste sour and has a buttery smell to it. The only thing you can do then is to open up the tap and let it flow down the drain. Luckily, this has never happened to me. ■



The traditional copper kettle at the brewery was made in Germany

Big Cities, Big Business

Frankfurt Meets Chicago & Philadelphia

By: Jasmin Welter & Lindi von Mutius, GACC



Rahm Emanuel, Mayor of Chicago and Peter Feldmann, Lord Mayor of the City of Frankfurt am Main

As part of their mission to support German-American trade and investment, GACC Midwest and GACC Philadelphia welcomed Peter Feldmann, Lord Mayor of the City of Frankfurt am Main to Chicago and Philadelphia. The Lord Mayor traveled with a delegation of representatives who offered an in-depth perspective on business in the Frankfurt region, and why this region is particularly attractive to American companies. The Delegation included representatives from FrankfurtRheinMain International Marketing of the Region GmbH, the Frankfurt Tourist & Congress Board, Frankfurt Economic Development GmbH, the Johann Wolfgang Goethe University, Hessen Trade & Invest, Ballcom

Digital Public Relations, Deutsche Bank, and hr-iNFO.

The Frankfurt region has strong ties to the U.S. More than 1,000 U.S. companies call the region their European home. While Frankfurt is known as a financial center and home of the European Central Bank, the region also leads in IT, life science, and automotive industries. FrankfurtRheinMain Corp. offices, headquartered within the GACC Midwest in Chicago, is the international marketing representative for the region and has supported 21 U.S. companies in setting up subsidiaries there since 2009.

The Lord Mayor and Delegation first traveled to Chicago, where they



GACC Midwest hosts Frankfurt Delegation in Chicago

visited the FrankfurtRheinMain Corp. office. During a meeting hosted by GACC Midwest, the Delegation was introduced to the work of GACC Midwest in promoting bilateral trade and investment and business services which many FrankfurtRheinMain-companies have used when establishing their presence in the Midwest. The Delegation then met with Chicago Mayor Rahm Emanuel to discuss strengthening the cooperation between the cities. In 2015, Chicago will host the Automechanika Trade Show, organized by Frankfurt Messe, featuring German innovations in the automotive industry. Finally, the Delegation hosted an appreciation luncheon for Chicago-based companies that have offices in the Frankfurt region, including JLL, William Blair & Company, Lincoln International, UL, and Mayer Brown.

Next, the Lord Mayor and Delegation traveled to Philadelphia, where they met with Mayor Michael Nutter, and Deputy Mayor Alan Greenberger to discuss a “sister city” relationship between the two cities. That evening, the Delegation hosted a hundred person reception and panel discussion for Philadelphia companies to learn more about the Frankfurt region. The next day, the Delegation met with the University of Pennsylvania to build on their existing partnership with the Goethe University in Frankfurt am Main. Finally,

the Delegation hosted an appreciation luncheon for Philadelphia-based companies, including Aramark, DuPont, and Morgan Lewis, that have offices in the Frankfurt region, and then took a private tour of the Liberty Bell and Independence Hall.

Both Chicago and Philadelphia have large German-American business communities, served by the business development professionals at the German American Chambers of Commerce. However, the Delegation’s visit underscored the importance of investments by U.S. companies in Germany, and helped to educate both business communities about the opportunities available in the Frankfurt region. ■



Michael Nutter, Mayor of Philadelphia discusses sister cities with Lord Mayor Peter Feldmann.



Left to right: Stephen Stambaugh, Alfred Gollatz, Lindi von Mutius, Mayor Feldmann, Nicola Michels, Charles Waldecker, and Peter Alois

Interview with Mike Parra



Mike Parra
CEO of DHL Express, U.S.

CEO of DHL Express, U.S.

By: Jan Vater, GACC

GAT: You have been with DHL for more than 17 years and held various management positions. In what way is your new position a personal challenge?

Mike Parra (MP): The new role is a personal challenge, knowing that my decisions or actions can impact the more than 6,000 employees that we have here in the U.S. As a result, I am always asking if the decisions we are making as a team are in the best best interests of our customers and employees.

GAT: From a humble childhood in Florida you have worked your way up to the head of the U.S. division of DHL. What has been the key to your success in the transportation business?

MP: I would say that the key to my success consists of three major things. Number one is the ability to be mobile and to accomplish this; I needed the support that I had from my family. Without my wife and my children being flexible and being willing to be mobile, I would have

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not been successful. Number two is a collective passion and commitment to the development of our people within our organization. Lastly, it is a personal drive for being insanely customer-centric and always putting the customer at the center of everything that we do.

GAT: Since you are working for a German-owned company, do you have any connections to Germany?

MP: Absolutely, we have daily, weekly, monthly, quarterly and

yearly communication with our headquarters in Bonn, Germany. We are working closely with our head office and our global management board. There is quite a bit of activity when it comes to working with our German teams.

GAT: What is your vision for the world's leading international express service provider as head of the U.S. division?

MP: My vision is one that is consistent and aligned with our

plan which is called "sources of growth." This consists of doubling our sales force within the next 18 months, as well as growing our small and mid-size customer base. In addition, we want to grow in our current market share within the U.S. as a leading international logistics provider. In the next three to five years, we are looking to double our revenue. Finally, our goal is to become a "great place to work" and we are working through that accreditation now. ■





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Hydrogen-Powered Cars in the U.S. no Longer Only Dreams of the Future

Asian Manufacturers Close to Market Launch /
Insufficient Charging Structure as Obstacle to Growth

By Christian Janetzke, Germany Trade and Invest

Translation from German by Sandy Jones, GACC

The first new model series of hydrogen cars for serial production (in small quantities) will roll onto the U.S. market in 2014/15. Toyota, Nissan and Honda focus on the Californian market. Federal requirements regarding the sale of zero emission vehicles are an important argument. However, for market breakthrough the obstacles of an insufficient infrastructure and high production costs are still considerable.

The initial market launch of hydrogen cars in serial production is being realized faster than many market experts had expected at the beginning of this decade. Technological obstacles coupled with high production costs made the technology seem a distant market of the future. Numerous manufacturers, however, have invested heavily in research and development in the last couple of years. Especially Asian OEMs have reacted and a market entry on a commercial basis is around the corner.

Hyundai took the lead. In the summer of 2014, the South Korean car manufacturer brings the Tucson SUV, powered by hydrogen, onto the Southern Californian market. Japanese manufacturers are catching up and also want to serve the California market. During the electronics and consumer technology tradeshow CES in Las Vegas at the beginning of 2014, Toyota presented a prototype called Full Cell Vehicle (FCV). Launch of

sales is planned for the end of 2015. Honda also focuses on that time frame. Until then, the test vehicle "FCX Clarity" is to serve as a starting basis for a commercial vehicle.

The heavy focusing on California is largely the result of requirements by the state. According to the California Air Resources Board (CARB), all car manufacturers together have to sell a total of 60,000 zero emission vehicles (ZEV) between 2012 and 2017. How this target is broken down among the manufacturers is based on annual car sales and the overall market share. This regulation concerns car manufacturers selling more than 10,000 light trucks (passenger cars as well as

light trucks of up to 6.35 t) per year in California. Currently, these manufacturers are Ford, Chrysler, General Motors, Honda, Nissan and Toyota.

At the beginning, CARB tightened the standard for the share of ZEVs in cars sold in the state. Between the model years 2018 and 2025, the leading car manufacturers have to increase their share of zero emission light vehicles, or as an alternative a mix with plug-in hybrids, in the overall sales gradually from 4.5 percent to 15.4 percent. These regulations are also very important because they apply to more manufacturers. For example, BMW, Daimler and VW also fall under these regulations.



Hyundai's first mass-produced Tucson Fuel Cell CUV's arrive in Southern California

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GTAI INDUSTRY TALK

Detailed industry reports, written by the U.S. correspondents of German Trade and Invest (GTAI), the official German foreign trade and inward investment agency.

Technology Benefits from Regulations in California

In order to comply with the CARB regulations, car manufacturers focus primarily on electric vehicles. However, according to sector experts, reaching the target by focusing on this technology alone is close to impossible. The market development in this sector remains uncertain, not least due to the insufficient range of these cars.

Thus, many manufacturers aim to diversify their portfolio of ZEVs. Hydrogen cars are increasingly the focus of attention. In addition, customers in the state's metropolitan areas are open-minded towards new technologies on an above-average level. Amongst other things, California has already proven itself as testing ground for new drive technologies for hybrid and electric vehicles.

Mainly in the south of the state, the obstacle of not having a sufficient network of filling stations is not as severe as in the nation's other regions. According to the U.S. Department of Energy eight of ten public hydrogen filling stations available in the U.S. can be found here. Mostly due to the existing rudimentary infrastructure, test vehicles equipped with this type of drive technology are only offered in this part of the country. So far, Honda's "FCX Clarity" as well as the

"F-Zell" by Mercedes have only been leased by customers in Southern California.

19 additional filling stations are either in the construction or in the planning phase in the state. According to calculations by Toyota, for San Francisco, the Silicon Valley as well as for California's south 68 new filling stations would be required to achieve a moderate market breakthrough in the state. This would satisfy the demand of some 10,000 fuel cell vehicles.

The state's government is making great efforts to expand the network accordingly. In September 2013, a bill important for the development of the technology was passed (Assembly Bill 8). Until the beginning of 2024, the state will provide some \$20 million annually for the installation of 100 additional public filling stations in total.

High Production Costs Thwart Market Development

Even if the first hydrogen cars ready for serial production will soon roll onto the market, the technology will likely remain a niche technology for now, even in California. The Asian manufacturers have all stated without exception that they will offer the vehicles for sale or leasing only in small quantities at first. This is not only a result of the insufficient network of filling stations. OEMs are



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still incurring losses when it comes to selling hydrogen vehicles.

According to Toyota's expectations, the company will make a profit selling such vehicles in 2020. Honda expects to reach the profit zone five years after that. The latter calculates production costs of some \$50,000 per car. Until 2020, these are expected to be cut in half thanks to technological progress and economies of scale.

Numerous strategic partnerships have been formed during the last couple of years. By means of research and development costs are to be reduced and the technological breakthrough is to be pushed. General Motors collaborates with Honda. Toyota and BMW have also agreed on a strategic collaboration. In addition, Nissan, Daimler and Ford have joined forces. These alliances aim at a market launch between 2015 and 2020. ■\

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WASHINGTON
★ UPDATE ★

NEWS FROM INSIDE THE BELTWAY

Interview with Ambassador Peter Wittig

RGIT: Mr. Ambassador, you took up your position in May and shortly thereafter moved with your staff into the fully renovated embassy building in Georgetown. Are you starting to feel settled in Washington, DC?

Ambassador Peter Wittig

(PW): Washington is, of course, very different from New York – smaller, more intimate, more political. I also recently witnessed how enthusiastic and fun-loving Washingtonians can be, at our World Cup Viewing Party, which we held for some 3,500 German and American fans in Dupont Circle back in June. I am sure I still have much to discover after such a short time, but I am confident that Washington will make it easy for me.

RGIT: What are your top priorities for the coming months? Especially in the field of economics?

PW: In the field of economics, two of my major priorities for the coming months will be TTIP and the promotion of workforce skills development. A core objective on both sides of the Atlantic is to improve the ability of our businesses to compete in today's globalized economy. TTIP and workforce development are both key to achieving this goal. They will foster investment, spur growth, and create employment. I am also looking forward to having more opportunities to interact with the German business community.



Ambassador Peter Wittig (left) with President and CEO of RGIT, Dr. Thomas Zielke

RGIT: TTIP presents a historic opportunity to promote trade between the U.S. and Germany. However, there are also concerns about the negotiations and their potential outcomes. How do you respond to the criticism?

PW: TTIP has the potential to take our transatlantic relations to the next level. Recent events in Ukraine should be a stark reminder of the importance of our transatlantic partnership, which is based on shared history and values.

Fears that TTIP will lower regulatory

Peter Wittig

Ambassador of Germany to the United States of America

Previous Positions:

- Permanent Representative of Germany to the United Nations
- Director-General for the United Nations and Global Issues at the Foreign Office in Berlin
- Ambassador to Cyprus
- Ambassador to Lebanon

Ambassador Wittig joined the German Foreign Service in 1982.

RGIT REPRESENTATIVE of German Industry + Trade

standards, for example, are unfounded. In fact, quite the opposite is true. The goal is to agree on high standards that can also serve as a benchmark for other countries and other trade agreements around the world. Of course, the path to TTIP will not be easy, not least because a number of vested interests will stand in the way of a new rulebook that promotes competition. That is why it is crucial that we keep up the political momentum and increase transparency in the negotiating process, so that we can have a frank and well-informed conversation about what we want and don't want from TTIP.

RGIT: With the Skills Initiative, the German Embassy has promoted the German dual system of vocational education and training in the U.S. Do you plan to continue this initiative?

PW: Yes, I believe that there is great potential for German-American cooperation in workforce skills development. The Skills Initiative allows us to harness this potential by spreading best practices and expanding on successful approaches. Quality education, combined with professional training, creates the basis for new ideas, creativity, and innovation, which in turn allow our businesses to succeed in today's global markets.

RGIT: The political relationship between Germany and the U.S. is



Ambassador Peter Wittig (left) addresses the crowd at the Embassy's World Cup viewing party on June 26 for the USA vs. Germany game

somewhat strained at the moment because of the NSA spy affair and global mass surveillance. What role can you as German Ambassador play in alleviating these tensions?

PW: I think the most important thing I can do is to explain Germany and German sensitivities to policy-makers and other stakeholders here in the U.S. – to my contacts in the government, of course, but also to members of Congress and, last but not least, to the American public through media channels.

You have been the Permanent Representative of Germany to the

United Nations and lived in New York for several years. In your personal opinion, what is the main difference between living in New York and Washington, DC?

PW: I am still in the phase of learning the differences between NYC and DC – but I already heard, for example, that whereas in NYC, drivers hit the gas a few seconds before the traffic light changes to green, in DC, once the light turns green, drivers take a contemplative moment to ponder the changing of the light. I will continue to study the differences and get back to you on that one. ■

The B-1 Visa: For Many but not for Everybody

By Lorenz Wolffers

The B-1 business visa is often regarded as a catch-all option for travelers who don't seem to fit into any other U.S. visa category. While the B-1 does provide a wide array of opportunities, it also has its clear limitations. And the U.S. government has gotten more aggressive in enforcing B-1 rules. It has therefore never been more important to understand the terms and restrictions of traveling to the U.S. on a B-1 visa.

The advantages of a B-1 visa are obvious. Obtaining such a visa normally takes just a few days, the filing fee is a mere \$160.00, the visa may cut down on wait time at the airport, it allows its holder to stay in the U.S. for up to 12 months at a time (as opposed to the 90 days permitted under the ESTA visa waiver program), it can be used multiple times, and it remains valid for up to 10 years. It would seem that the B-1 visa is the perfect fit for anybody who travels to the United States frequently and/or needs to stay in the U.S. for extended periods of time.

The B-1 is designed for individuals who want to conduct certain business activities in the U.S., but it is not a permit to work for a business in the U.S. or to run a business in the U.S. This is a crucial distinction that must be kept in mind. Paid employment where the payment comes from a U.S. employer (including a U.S. subsidiary of a foreign company) will most likely violate the terms of the B-1 visa. The same will most always be true in the case of a foreign manager who runs the day-to-day operations of a

business in the U.S., even if he or she is being paid from abroad.

What kind of business activities are allowed under a B-1? While there is no comprehensive list, the following are deemed to be activities permissible for the holder of a B-1 visa:

- meeting with clients or business associates
- travelling to the U.S. to set up a U.S. subsidiary (but not to subsequently manage the subsidiary)
- exploring investment opportunities in the U.S.
- providing instruction to employees of a U.S. subsidiary, as long as such instruction does not amount to full-time management of the company
- attending a board meeting as a director of a U.S. company
- attending business conventions or an executive seminar
- working for a foreign exhibitor at an international exhibition
- installing (including service or repair work) commercial or industrial equipment that was purchased outside the U.S. or training U.S. workers to handle such equipment, but only if the sales agreement specifically lists such work as the seller's contractual obligation

Of particular interest to the business traveler is a little-known exception to the general B-1 visa restriction that a foreigner cannot perform hands-on work in the U.S. A U.S. consulate may, if certain requirements are met, issue a B-1 visa with the annotation, "B-1 in lieu of H-1B." This will allow the foreign employee to work in the

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About the Author



Lorenz Wolffers is an attorney and heads the immigration and naturalization practice at Reiss + Preuss LLP in New York City. He is fully bilingual (German/English) and frequently advises corporate and individual clients from Germany, Austria, and Switzerland.

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U.S. as long as he is still paid from a "source" abroad. Such assignments, however, may not be longer than six months.

Over the last few years the U.S. government has taken a more narrow view of the B-1 rules, and it has started cracking down on violators. Used properly, however, the B-1 remains a viable alternative to more complex and therefore more expensive visa options. The B-1 should always be considered when sending an employee or an executive to the U.S. for a work assignment. ■



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Differentiation in the Crowded U.S. Middle Market

The Role of Strategic Communications

By Katrin C. Lieberwirth

How do you stand out in a crowded marketplace? That's a key question for U.S. mid-market businesses as well as similarly sized enterprises expanding into the U.S.

2014 and 2015 growth prospects for the mid-market sector are excellent. Now is the time to plan to profit from this growth. Such growth will not come by itself. Building a differentiated presence in the crowded U.S. middle market is critical, and requires a targeted and well planned effort.

Some Interesting Facts and Considerations for CEOs:

The U.S. middle market's approximately 200,000

businesses – with annual revenue ranging from \$10 million to \$1 billion – constitute the 5th largest global economy. Combined, they generate more than \$10 trillion in annual revenues contribute one-third of the non-government U.S. GDP, and account for 44.5 million jobs. This year's mid-market revenue growth is expected to outpace again S&P 500 revenue growth. Estimates show a 4.3% increase over the next 12 months. Not surprisingly, confidence among mid-market companies is up, with 64%

planning to make new capital investments in 2014.

However, competition is fierce. Only businesses that understand the importance of market differentiation will succeed and be able to drive demand for new products and services, spur sales, and attract the best talent.

It won't come as a surprise that the U.S. marketplace is quite different from the German home market – in size, but also operating on different parameters. An understanding of regional consumption habits and market dynamics is essential. Given the rapid proliferation of innovative products and

Market differentiation doesn't happen overnight. It requires a focused and consistent approach.

services annually flooding this market, mid-sized businesses must find smart and cost-efficient ways to target and build sustainable visibility with new customers and business partners.

What Can Be Done?

Our experience in supporting growing businesses with brand positioning in the U.S. is that they tend to underestimate the value of truly integrated marketing communications programs as a means to drive market differentiation and shape the perception of the firm.

Strategic communications programs – typically including a focused media relations agenda attuned to the “noise level” a company desires to create in the market, a consistent high-level thought leadership effort and speaker’s program – are part of the success. Programs and their components can vary in scope, but should always be tailored to firms’ specific business goals, expanding on solid corporate messaging to ensure that the firm speaks with “one voice” to stakeholders: Businesses, suppliers, employees, local communities and authorities, regulators, the media, investors, etc. Programs ought to be fine-

tuned along the way, as the business grows and the market environment changes.

Typically, communications gaps exist around positioning the firm’s corporate capabilities and experience, failure to educate audiences on vertical industry or market expertise, and promoting corporate successes. Meanwhile, building positive awareness for the firm can be critical to attracting new business partners.

There are proven and measurable benefits to leveraging strategic communications as a means to establish market leadership and carve out a market niche. Smart companies will take a pro-active approach toward devising strategies and tactics that cost-effectively support ambitious corporate marketing and sales goals – at the time of a firm or product launch, and as an ongoing effort to build and protect the corporate brand.

It is fact that it is far more difficult to correct a firm’s market perception once key stakeholders have made up their mind about a firm. ■

About the Author



Katrin C. Lieberwirth is a Vice President at Stanton Public Relations & Marketing, a full-service strategic public relations firm.

We bring a strong track record in corporate and financial communications, and deep experience with B2B organizations. We typically act as integrated communications partner to clients across a broad spectrum of vertical sectors, with a focus on mid-size leaders and entrepreneurial organizations.

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Don't Want to Become a Commodity? Try STEM

By: Daniel Masata, Adecco

First off, it is needless to say that working in the people business, especially at the world's largest provider of workforce solutions, it taught me early on that no employee, colleague, associate, or "temp" will ever actually become a commodity. People will always make the difference in any work environment, whether it is the lawyer dealing with a litigation case, the production worker adjusting a tool, the cashier helping clients in a grocery store, or the engineer signing off on a newly commissioned oilrig in the North-Atlantic sea. People and their unique talents and ambitions will always be the deciding factor between the stellar success or miserable failure

of any business. You might have heard this quote before: "If you think it's expensive to hire a professional, wait until you hire an amateur."

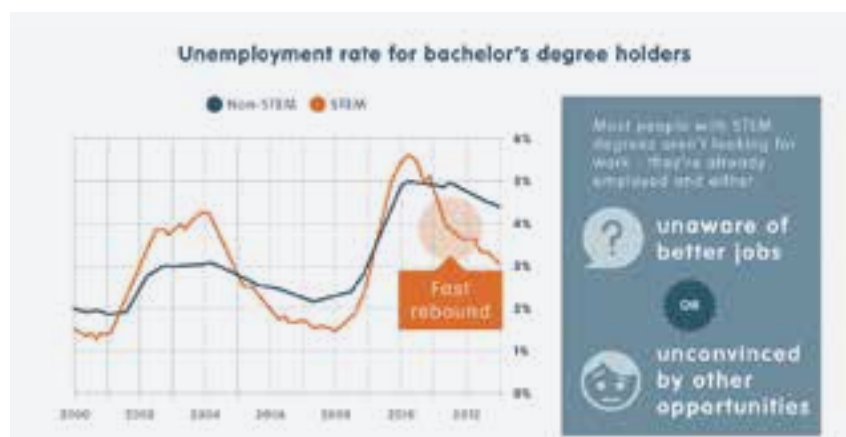
I look at Red Adair's famous statement as a piece of absolute truth much more than just a fun business quote that I like using in client conversations for obvious reasons. However, there are skill sets that will play an even more important role than others going forward, at least relatively speaking.

Within the last few years, the workforce has seen a steady influx in demand for qualified professionals in STEM fields (science, technology,

engineering, and mathematics). These skill sets are crucial to driving innovation, yet businesses are finding it increasingly difficult to recruit qualified STEM employees into their workforce.

A few facts about the STEM skills gap:

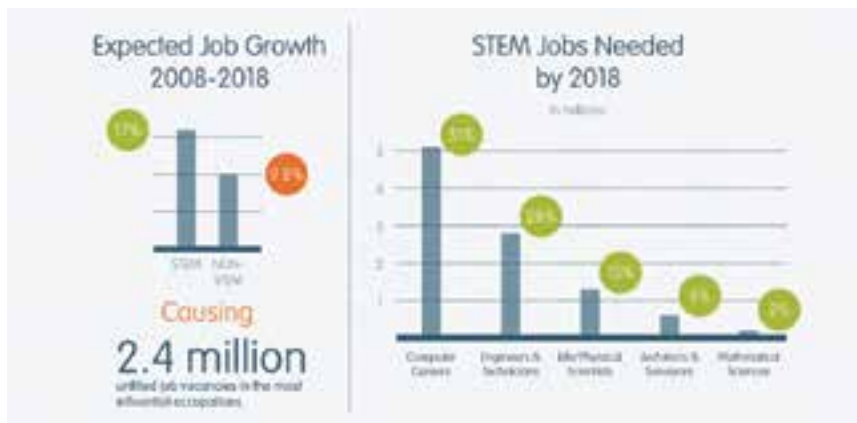
- There are currently 1.4 vacant STEM jobs for every one qualified STEM job-seeker (compared to 3.6 vacant positions per one job-seeker in the general job market)
- Between 2000 and 2012, STEM workers' median wage has increased 3.5 percent (compared to the 5.5 percent decrease for all other occupations)
- Between 2008 and 2018, expected job growth within STEM is estimated at 17 percent. This could mean 2.4 million unfilled job vacancies in the most influential occupations
- 75 percent of the fastest growing occupations require significant science and/or mathematics preparation



The Source of the STEM Gap

The reasons for this shortage lie within education, wages, and the professionals themselves. From the educational side, about 28 percent of college students major in STEM related fields, however almost half of them change their course of study prior to graduation. That leaves just 13 percent of college grads earning degrees in these areas and then only 10 percent actually pursuing STEM careers. Why? One reason is because graduates with these highly-valued skills are sought after across all fields – not just in STEM, and may be offered higher wages in other areas of work.

The competition to fill STEM jobs is getting so fierce that some big tech companies now offer attractive perks such as feeding their employees three meals a day or providing unlimited sick days. But above and beyond offering perks to those already qualified, what can we do to proactively promote growth in these areas? Early educators must take it upon themselves to nurture students with pre-existing personal or intellectual interest in STEM. Young talent interested in pursuing a career path in the STEM field will increasingly be looking at the first, and very promising, dual apprenticeship models that have been established in the U.S. over the last years. And for those not already leaning toward these fields, career-relevant mathematics and science competencies must be made more accessible to students in all fields of study.



Finally, companies would be wise to invest in technical skills training programs for their existing employees to generate the talent they need to fill STEM jobs internally. Offering free training to employees is one of the most effective ways to boost morale, retention, and company culture. Offering free training in STEM skills will yield optimal ROI from employees and combat the global skills gap at the same time. ■

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Restrictive mobile policies, while oftentimes necessary to curtail huge wireless bills, have their drawbacks. For instance, in the same report, 20% of respondents indicated that limiting international mobile usage resulted in lost business opportunities. And, 25% stated that it caused their employees lost productivity.

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¹ Finneran, Michael F.; "International Mobile Communications: How to Balance Connectivity, Productivity and Cost Concerns"; Center for Communications Management Information (CCMI); October 2013.

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CleanTech Business Park

Berlin's Largest Future Industrial Site Will Be a Flagship for Resource-Efficient Production

In the northeastern part of the German capital the CleanTech Business Park (CBP) is currently being set up and will be opened in 2015. On the 90-hectare site, ideal conditions for manufacturers in clean technology are currently being created. The European Union, the federal government, the state of Berlin and the district of Marzahn-Hellersdorf are investing a total of nearly 50 million euros in site development. As one of the first tangible major projects of Berlin's Industrial Master Plan, the CleanTech Business Park is set to become a milestone for the development of future-oriented sectors.

The site is specially designed for manufacturing companies in the

cleantech sector. The location will have a particular core area designated for the construction of major hazard installations as stipulated by the German Federal Emission Control Act. This allows almost all industrial production processes, right in the center of Berlin. Suppliers and industry service providers can settle in the business park "eastside Berlin" right adjacent to the CBP.

Right from the beginning the District of Marzahn-Hellersdorf in Berlin set highest standards when developing the business park regarding environmental and biodiversity issues, amongst others through ecological construction supervision. Doing so, the district places special focus on climate change issues and shows that

economic growth and environmental protection are not mutually exclusive.

When development measures are completed, the area will be open to companies from the following industries: renewable energies, storage technologies, water and recycling technologies, low-emission power plants, energy efficiency, sustainable mobility, raw materials efficiency and green chemistry. Companies interested in the CBP will also be able to take advantage of excellent transport connections and very attractive land prices as well as plots of land which are ideal for large industrial plants. And of course, Berlin offers a great variety of universities, research institutes, associations and other networks to



Aerial view of the CleanTech Business Park

CleanTech

Business Park Berlin-Marzahn



get into contact with people from your business and recruit highly skilled personnel.

In the fall of 2014, the CleanTech Innovation Center (CIC) will be opened in close proximity to the CBP. The CIC offers low-cost workspace and a workshop area imbedded in an inspiring environment to young companies whose focus is on clean and sustainable technologies. The CIC is specifically designed for manufacturing startups in the growth phase and will be able to support them with direct access to an international network of interesting partners, investors and potential clients within their work field. Strong mentors and a vivid exchange program with U.S. American partners will also be provided in order to accelerate a startup's growth. In addition, the young companies have the possibility of using land spaces on the grounds of the CleanTech Business Park, which have not yet been sold, for test and demonstration purposes. ■

The district places special focus on climate change issues and shows that economic growth and environmental protection are not mutually exclusive.

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Nadine Schieban

GACC Midwest
Manager, Events & Marketing



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In current role since February 2012

Contact: T (312) 494-2180

>> schieban@gaccmidwest.org

>> www.gaccmidwest.org/en/services/event-delegation-services/

What do you like best about your job?

I really like the diversity of my job:

Creating concepts for events and projects from beginning to end, and structuring the activities and tasks to make the event happen. I also enjoy designing creative marketing materials.

Our delegation services have covered events, from smaller workshops to conferences, galas and receptions for many different industries, as well as delegation visits to the U.S. and business trips to Germany. My job is an exciting challenge with much variety. The greatest experience, however, is a happy client after a successful event or delegation and seeing a client come back.

Most inspiring projects?

The Hamburg-Chicago Reception on the occasion of The Hamburg Ballet John Neumeier's Chicago premiere of "Nijinsky" last year was beautiful.

Attendees had the opportunity to meet Artistic Director and Chief Choreographer

Prof. John Neumeier during a reception at the Harris Theater in Chicago before watching the breathtaking performance. Recently, I organized the BIT Group's Executive Dinner and Cruise on Lake Michigan. On board the Chicago Elite, Chicago's newest luxury yacht, attendees used the exclusive networking opportunity in a unique dining atmosphere.

Upcoming project?

I am very excited about the upcoming German Night Reception on the occasion of IMTS, Industrial Automation and MDA on September 9. IMTS is one of the largest industrial trade shows in the world and our reception will bring together industry professionals from German, U.S., and global manufacturing sectors. Most of the tasks have been completed and sponsorship is nearly booked out. I had huge support from my colleagues. I am really glad to work in such a great team and I can't wait for IMTS to start! ■



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<p>Sep 9 German Night Reception @ IMTS, Industrial Automation and MDA</p> <p>Held by GACC Midwest Chicago, IL www.gaccmidwest.org</p>	<p>Sep 9 - 10 5th TOWER Conference</p> <p>Held by GACC South Houston, TX www.gaccsouth.com</p>	<p>Sep 10 TTIP Conference: What are the Benefits?</p> <p>Held by GACC South Atlanta, GA www.gaccsouth.com</p>	<p>Sep 10 New Member Reception BSH North America</p> <p>Held by GACC NY New York, NY www.gaccny.com</p>	 <p>Sep 12 Markteinstiegsberatung USA</p> <p>Held by AHK USA & IHK Düsseldorf Düsseldorf, Germany www.gaccny.com</p>
<p>Sep 13 CO Chapter: German Auto Festival and Gala</p> <p>Held by GACC Midwest Beaver Creek, CO www.gaccmidwest.org</p>	 <p>Sep 16 Business Breakfast w/ Dr. Hans- Werner Sinn, President of the Ifo Institute</p> <p>Held by GACC NY New York, NY www.gaccny.com</p>	<p>Sep 16 German American Business Stammtisch</p> <p>Held by GACC South Chattanooga, TN www.gaccsouth.com</p>	<p>Sep 17 European Networking Event</p> <p>Held by GACC Midwest Chicago, IL www.gaccmidwest.org</p>	<p>Sep 19 "Inspiration for Innovation" Forum</p> <p>Held by GACC Midwest Lake Geneva, WI www.gaccmidwest.org</p>
<p>Sep 21 - 29 Transatlantic Program– Young Technology Leaders: Smart Grid & Energy Storage</p> <p>Held by GACC Midwest Germany www.gaccmidwest.org</p>	<p>Sep 22 - 26 Saxony-Anhalt ICT Delegation</p> <p>Held by GACC West San Francisco, CA www.gaccwest.com</p>	<p>Sep 23 After Hours Networking w/ Hall Booth Smith, P.C.</p> <p>Held by GACC South Atlanta, GA www.gaccsouth.com</p>	 <p>Sep 23 Educational Series</p> <p>Held by GACC South Charlotte, NC www.gaccsouth.com</p>	<p>Sep 24 Networking Reception Phillips Gallery, NY</p> <p>Held by GACC NY New York, NY www.gaccny.com</p>
<p>Sep 25 HR Circle</p> <p>Held by GACC Midwest Chicago, IL www.gaccmidwest.org</p>	 <p>Sep 25 GACC Oktoberfest</p> <p>Held by GACC West San Francisco, CA www.gaccwest.com</p>	<p>Sep 26 Annual Gala</p> <p>Held by GACC Philadelphia Philadelphia, PA www.gaccphiladelphia.com</p>	<p>Sep 30 Joint "After Hours" Networking w/ BLG Logistics, Inc. & AlabamaGermany Partnership</p> <p>Held by GACC South Tuscaloosa, AL www.gaccsouth.com</p>	<p>Sep 30 Executive Business Luncheon w/ Eric Spiegel CEO of Siemens Corp.</p> <p>Held by GACC NY New York, NY www.gaccny.com</p>
<p>Oct 1 Oktoberfest Houston</p> <p>Held by GACC South Houston, TX www.gaccsouth.com</p>	<p>Oct 6 CEO Roundtable</p> <p>Held by GACC Midwest Rosemont, IL www.gaccmidwest.org</p>	<p>Oct 8 MI Chapter: Unity Day Reception</p> <p>Held by GACC Midwest Grand Rapids, MI www.gaccmidwest.org</p>	 <p>Oct 9 WI Chapter: 2014 Transatlantic Business Conference, Industry Focus: Medical Equipment</p> <p>Held by GACC Midwest WI www.gaccmidwest.org</p>	<p>Oct 9 Joint Networking Reception w/ the CFA Society</p> <p>Held by GACC South Atlanta, GA www.gaccsouth.com</p>
<p>Oct 14 German American Business Stammtisch</p> <p>Held by GACC South Chattanooga, TN www.gaccsouth.com</p>	<p>Oct 14 Business Roundtable</p> <p>Held by GACC South Houston, TX www.gaccsouth.com</p>	<p>Oct 14 Seminar: Operational Excellence in an Office Environment Porsche Design Store</p> <p>Held by GACC NY New York, NY www.gaccny.com</p>	<p>Oct 15 European Networking Event</p> <p>Held by GACC Midwest Chicago, IL www.gaccmidwest.org</p>	 <p>Oct 15 The Continuing Legal Education Series</p> <p>Held by GACC NY New York, NY www.gaccny.com</p>

Oct 16 Networking Reception w/ Cleantech Business Park Held by GACC NY New York, NY www.gaccny.com	Oct 16 TTIP Roundtable Held by GACC PHL Wilmington, DE www.gaccphiladelphia.com		Oct 21 The Rödl Grand Prix 2014 Held by GACC South Charlotte, NC www.gaccsouth.com	Oct 21 German Innovation Summit Held by GACC NY Silicon Valley, CA www.gaccny.com	Oct 22 History of German Entrepreneurship Held by GACC NY San Francisco, CA www.gaccny.com
Oct 22 EACC Fall Networking Event Held by GACC NY New York, NY www.gaccny.com	Oct 22 Goya Facility Tour Held by GACC South Houston, TX www.gaccsouth.com	Oct 27 A Taste of Germany – Part II Held by GACC NY New York, NY www.gaccny.com		Oct 28 4th Women Series: Women in Science Held by GACC South Atlanta, GA www.gaccsouth.com	Oct 29 Luncheon w/ Foreign Editor Klaus-Dieter Frankenberger (newspaper: FAZ) – Dr. Henry A. Kissinger Speaker Series Held by GACC South Atlanta, GA www.gaccsouth.com
Oct 29 German American Water Technology Roundtable Held by GACC Midwest Cincinnati, OH www.gaccmidwest.org		Oct 29 Seminar: Obamacare Held by GACC NY New York, NY www.gaccny.com	Oct 30 Stammtisch on the Road Held by GACC Midwest Rosemont, IL www.gaccmidwest.org	Oct 30 Knowledge Exchange on Transfer Pricing Held by GACC Midwest Chicago, IL www.gaccmidwest.org	Oct 30 Germany at it's Best – NRW Invest Held by GACC South Houston, TX www.gaccsouth.com

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Volkswagen Group of America with its five brands Audi, Bentley, Bugatti, Lamborghini and Volkswagen is a strong partner of the German American Chamber of Commerce.

Volkswagen Group is continuing its commitment to the U.S. market with an additional \$7 Billion investment in North America over the next five years.

Building on the success of its manufacturing facility in Chattanooga, TN – where a recent study shows that VW Chattanooga activities have created 12,400 full-time jobs at VW, suppliers and in the regional economy, and are responsible for \$643.1 million in annual income – the Volkswagen Group will expand its powertrain and vehicle assembly capacities in the NAFTA region.

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