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TRADE

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Landbrot

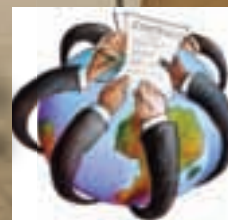
YOUNG ENTREPRENEURS

Volker Herrmann & David Rothe
open New York City's first Bakery Bar

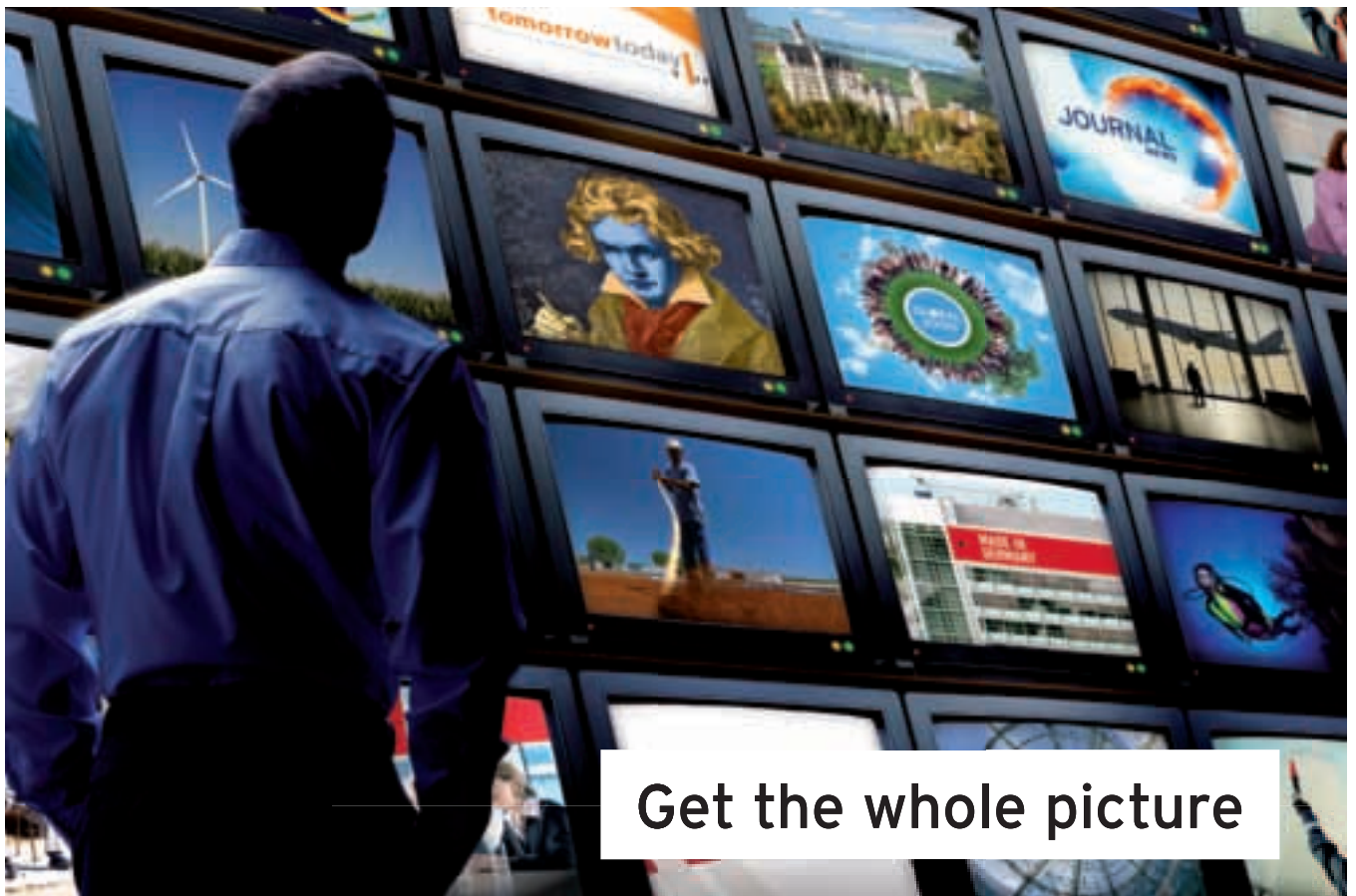


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EDITORIAL

Expanding the Transatlantic Business Relationship

In early June, Chancellor Merkel visited the White House in Washington, D.C. She was welcomed by President Obama with a few words of German, treated to a state dinner, and awarded the Presidential Medal of Freedom, the highest honor awarded to a civilian by the American government. Her visit brought well-deserved attention to a German-American relationship that remains as strong as ever, especially when it comes to our transatlantic business ties.

The recent 3rd German American Energy Conference at the House of German Business in Berlin enforced this fact. At the conference, US Ambassador to Germany, Philip D. Murphy said that “the US citizens have to follow the Germans’ footsteps when it comes to energy preservation.” The same is true for the manufacturing sector. As the United States grows its renewable energy capacity and focuses on reducing overall energy consumption, German companies are embracing these opportunities and creating much-needed manufacturing jobs throughout the country.

A focus on higher energy efficiency, coupled with investments in new manufacturing technology will also help make US plants more competitive. These much-needed improvements in efficiency will be important in order to reach the administration’s ambitious goal of doubling US exports by 2015. German companies have long learned to live with higher energy costs and the lessons learned will be invaluable tools for many small and medium-sized US companies embarking on this journey.

The German American Energy Conference showed that there is motivation to further strengthen the economic bond shared by our two countries as we jointly face the global challenges of the present and future.



Kristian Wolf
President & CEO of the
German American Chamber
of the Southern U.S.

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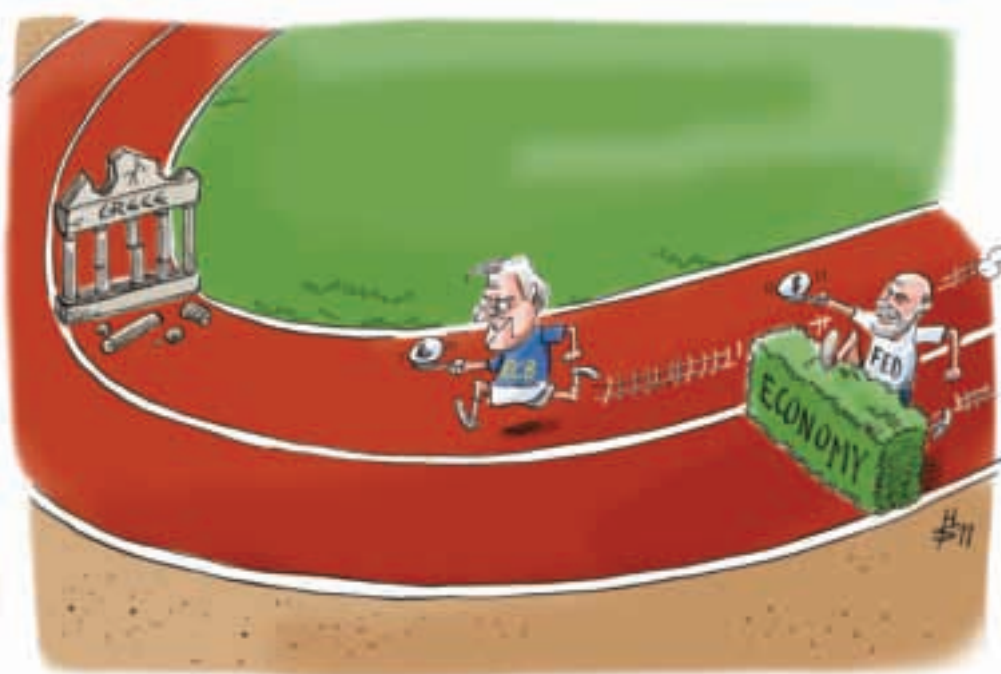
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Intersolar Europe 2011: Mage Solar AG to exhibit ARRA-compliant modules

After establishing its North American Headquarters in Dublin, Georgia last year and completing a powerful ramp-up phase for a first production line with a 40 MW capability, Mage Solar AG is featuring its new mono- and polycrystalline, American Recovery and Reinvestment Act of 2009 (ARRA) compliant, Mage Powertec modules from the new US facility at this year's Intersolar Europe 2011. Mage Solar's North American modules will carry all of the features for which Mage Solar modules are known in the industry. • www.solarnovus.com

Siemens sues 2 companies over patent infringement

Siemens, the German industrial group, sued Samsung and LG in Germany and the United States, claiming the consumer electronics makers infringed on its LED lighting technology. The lawsuits claim that Samsung and LG used one of Siemens' patented light-emitting diode technologies, a feature used in some flat-panel televisions and increasingly in common household LED light bulbs. The German lawsuit was filed in Hamburg. In the United States, Siemens filed its complaints with the International Trade Commission in Washington, DC. • *The New York Times*

German Internet companies - where are they?

While Germany remains a big user of the Internet, which contributes significantly to its economy, the country has struggled to create a dotcom industry of scale to cash in on soaring global demand for web services. As a supplier of Internet goods and services such as servers and online retail platforms, Germany ranks ninth, far behind the US as the market leader. American companies like Amazon, Apple, Google and eBay, account for 35 percent of global Internet sales.

• www.dw-world.de

German company Lisega dedicates plant in Tennessee

Lisega, a German manufacturer of pipe supports and hangers for the energy industry, dedicated its new North American headquarters in Kodak, TN. Gov. Bill Haslam was among the dignitaries at the plant opening and reported that there are currently 67 German companies doing business in Tennessee, and some of the state's biggest economic development successes have involved the European nation. •

www.knoxnews.com

Goldman Sachs ousts Deutsche Bank to reclaim German IPO top spot

Goldman Sachs Group Inc. is poised to reclaim the top spot in German equity underwriting as

ties to private equity firms propel it to the fore of what may be the best year for initial public offerings in more than a decade. The New York-based investment bank has guaranteed equity offerings worth EUR 4.5 billion (US\$ 6.6 billion) so far this year - that compares to EUR 1.7 billion underwritten by second-placed Deutsche Bank AG, last year's league leader. • *Bloomberg*

VW ramping up 2012 Passats for entry in challenging US mid-size market

Shiny new Passats are beginning to roll off the ultra-modern, robot-intense assembly lines at Volkswagen's sprawling new complex in Tennessee. The \$1 billion facility is the centerpiece of the German manufacturer's latest and most serious attempt to muscle its way to a strong position in the super-competitive US mid-size sedan market. Beginning this fall, VW hopes to produce as many as 250,000 Passats a year for sale in the United States, Canada and Mexico. •

www.examiner.com

E-books growth slow as Germans stick to ink and paper

While online bookseller Amazon now sells more e-books than paper ones in the US, in Germany e-books are still a niche product. There are both cultural and business reasons behind the low popularity rating, experts say.

While the market is growing, according to recent studies, traditional German attitudes toward the printed word and business decisions by publishers have kept the e-book market's growth rate modest until now. • www.dvw-world.de

First Solar says German plant starts production

First Solar Inc, the world's largest solar company by market value, based in Tempe, AZ, reported that its new factory in Frankfurt an der Oder, Germany, had begun producing solar modules one month ahead of schedule. The factory, its second in the city, will continue ramping up capacity at its four production lines during the third quarter, and bring First Solar's thin-film solar module production capacity at the two plants to 500 megawatts.

• www.reuters.com

Daimler Trucks adding jobs in Portland and beyond

Daimler Trucks North America is creating nearly 1,400 jobs - including 155 at the once-doomed plant in Portland, OR - as it ramps up production of its Freightliner and Western Star trucks. The new hires, which also boost staffing in North Carolina, come on top of the 1,300 slots the German company has been filling at its truck and parts facilities in the first half of 2011, the company said in a news release. •

www.oregonlive.com

Siemens warns it could be stung by U.S. swaps rules

Germany energy and industrial powerhouse Siemens said that proposed new U.S. rules aimed at reducing risk in the financial system might put it at a disadvantage with regard to smaller competitors. The rules, which stem from the U.S. Dodd-Frank financial overhaul legislation, govern swap transactions that Siemens and many other companies use to hedge against risk. Siemens Corp., a U.S. unit of Germany's Siemens AG, called on U.S. regulators to broaden exceptions to the rules so that they would also cover large companies with multiple affiliates. • *The Wall Street Journal*

German company Antaris Solar opens U.S. solar panel operations

Leading international photovoltaic company Antaris Solar GmbH, headquartered in Germany, announced the opening of a new U.S. branch. With U.S. operations headquartered in Mechanicsburg, Pennsylvania, the company is located in a central northeast corridor. The company services Pennsylvania, Delaware, New Jersey, New York, and the Washington, D.C. area.

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The Big Apple's New Bakery Bar

Landbrot Brings Authentic German Bread to the U.S.

Volker Herrmann has built a reputation as one of Germany's most dynamic entrepreneurs. In just two years since its launch, his company KabelWelt has grown to be one of the largest telecommunication service providers in Europe with 53 stores, 120 employees and a customer base of approximately 230,000. With such success, he may turn heads with his next ambitious venture.

On a recent business trip to New York City, Herrmann and KabelWelt Chief Operating Officer David Rothe noticed one thing lacking from their experience in the Big Apple. While the city

Landbrot

offered a plethora of dining options, from Afghan to Burmese to Ethiopian to Tibetan, some open and available for delivery 24 hours a day, the men were astounded by the lack of baked goods that would rival those native to their homeland.

"For a city that has so much we were surprised how hard it is to find a delicious Roll or Brezeln. We looked everywhere and couldn't find it," Herrmann said. "There was a void, and David and I realized there was an opportunity."

Herrmann has always had an entrepreneurial spirit in his blood and at the tender age of 20 in 2001, he founded his first successful

enterprise with an international cell phone trading company called VHIT. VHIT was based in Herrmann's small home town of Zimmern, a place

that had been deprived of high-speed and broadband cable services. That all changed in 2005, when Herrmann rallied his neighbors and formed a citizens' action committee, successfully lobbying cable/telecommunication provider, KabelBW, to bring its services to the village, and thus jumpstarting his career in the telecommunications sector. Herrmann's current company, KabelWelt, owns and operates a chain of stores across Germany that provides a host of specialized cable and broadband connection services. In 2008, Herrmann founded a second company, called Kabelwelt Systems, specializing in cable television technology. This company is now one of the largest technical partners of KabelBW.

Rothe retains nearly a decade's worth of experience working with some of the most respected brands in the world. Rothe's professional aspirations actually began far from both the corporate and culinary worlds - in 1999, at the age of 19, he wrapped a three-year apprentice-





Volker Herrmann, CEO

ship as a hair stylist, graduating with a commendation. Two years later, he sought a career change and joined the sales force for Magirus International, one of Europe's leading IT companies, and eventually rose through the ranks to coordinating teams in the UK, Denmark and Switzerland. From there, Rothe oversaw distribution for Paul Mitchell, Aveda and Estee Lauder, before eventually joining Herrmann at KabelWelt in 2008.

Fast forward a year and eight months and Herrmann Global, Inc. was born with the mission of infiltrating the U.S. baked goods scene one loaf at a time. The concept that will do that? Landbrot, a bakery bar showcasing authentic German breads and pastries not yet experienced on this side of the Atlantic.

This August, the joint venture partners will open two outposts in New York City at 137 7th Avenue South and 185 Orchard Street. Following those, they plan to open 16 Landbrot locations in five states by the year 2015.



David Rothe, COO

Fourth-generation German baking expert and certified Master Baker, Ralf Edelman, will helm the ovens at Landbrot, utilizing authentic German baking techniques unfamiliar to most of the U.S. (along with two patented bread blends). Landbrot will be open for breakfast, lunch and dinner. The bread menu will feature an array of traditional German breads, Rolls and Brezeln including: German Rye, bread sticks, Double Crusted Rye,



www.landbrotbakery.com

Herren, Rubli Root, Bearcatcher, Brezeln Rolls and Brezeln Sticks. Impressive pastries include Berliner, Schokokuss, Tarts (Rheinisch Cream, Black Forest Cherry and Baiser), Bear Paws, Cream Puffs and more.

In addition to breads and pastries, Landbrot will also feature a full menu of soups, salads, sandwiches, sausages and hot dogs, "Flaming Pies" (tartes flambee) and quiches, as well as a selection of micro-brewed German beers from Hopf, Schonram and Reutberger, and wine from German vineyards including, Fritz Haag, Gunderloch and von Buhl. >>



Rheinisches Cream

TeaGschwendner out of Trier, Germany, will be handling the 10-15 varieties of tea on the menu.

“Part of the mission of Landbrot is to introduce and celebrate Germany’s strong baking history. It’s something Volker, Ralf and I are very proud of,” Rothe said. “The other part of the mission is to build places where people can enjoy both great food and drinks, and also be able to relax in a fun, warm environment.”

With baked goods being the star of the Landbrot brand, Edelmann has been hard at work sourcing ingredients and adjusting recipes to ensure everything is perfect come Landbrot’s official launch. He has developed a reputation as being both an adherent preserver of centuries-old baking traditions as

“ So many people in the U.S. are unfamiliar with how deep Germany’s baking tradition goes and the variety of breads and pastries we make. ”

**Ralf Edelmann,
Landbrot’s Master Baker**



Interior design illustration for “Landbrot Bakery Bar”

well as a baking innovator. His family's bakery, opened in 1874 in Urberach, just outside of Frankfurt, was a two-time winner of the "Best Bakery" award from renowned German gourmet institution "Feinschmecker". Over the years, the bakery became known as one of the greatest in the region as it was handed down through the family from one generation to the next. Edelman formally began learning the craft as an apprentice in 1986 at the age of 15 under the tutelage of his father, Heinrich, also a master baker. Edelman would earn the master baker title himself 14 years later in 2000. Edelman also currently holds patents for two specialty "health" breads he's invented - the special dough mixture in the bread helps to reduce free radicals in the human body and has been analyzed by the German food institute, Fresenius.

"So many people in the U.S. are unfamiliar with how deep Germany's baking tradition goes and the variety of breads and pastries we make," Edelman said. "We're looking forward to bringing traditional German baked goods to the masses."

"Landbrot is something we've been thinking about for quite some time," Herrmann said. "I

can't begin to describe to you how excited we are to finally see this idea that we dreamed up years ago finally come to fruition."

Cenk Fikri Inc., a restaurant and nightlife firm based in NYC, is consulting for Landbrot. Cenk Fikri brings 19 years of experience that has been cultivated on both sides of the Atlantic, facilitating a wide range of projects from cafés and restaurants to lounge bars and nightclubs. **EAT**



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The 3rd German American Energy Conference

By Pamela Jackson



The German American Chamber of Commerce, Inc. (GACC) hosted the Building Efficiency in Germany and the US workshop in cooperation with the “Building Energy 11” conference in Boston, MA, on March 8th. The event featured presentations from German and American energy efficiency experts as well as German efficient building companies who

are preparing to enter the US market. Over 80 attendees engaged the speakers who included the Vice Mayor of Cambridge, MA, Henrietta Davis and Dr. Manfred Hegger, of the University of Darmstadt in Germany. Eight German companies participated in the event as a delegation supported by the German Federal Ministry of Economics and Technology (BMWi).

In response, the 3rd German American Energy Conference was held at the House of German Business in Berlin on May 12 and 13, 2011 by the German American Chambers of Commerce (GACCs) and the Deutsche Energie-Agentur GmbH (dena). Its purpose was to showcase the US market potential, to discuss energy and climate policy, and to present new technologies in renewable energies.

The first day of the conference gave an overview of the current state of the US market for renewable energies, system integration of renewable energies, and the types of financing for projects that are available in the US. The evening closed with a reception for the attendees. The second day of the conference was more topic-intensive, with panels on topics such as “Supporting Programs for a US Market Entry,” “Bioenergy in the USA” and “Market Entry Strategies & Business Opportunities for German Companies in the US Market,” among others.



Left to right: Claudia Vogel (dena), Andreas Jung (dena), Katherina Reiche (BMU), Kristian Wolf (GACC South), Jan Christoph Wiedemann (GACC South)

Germany is at the forefront of renewable energy production and the skills of the country's renewable energy companies are welcomed in the US market. Germany reached the landmark of 30% of the country's energy being produced by renewable



www.gae-conference.com

sources in February 2010, and expects to continue quickly in a positive direction. By 2035, the United States has the ambitious goal to have 80% of all energy being created from clean energy. There is also a goal to drop greenhouse gas emissions in the US by 80% by the year 2050. With the US set on achieving these goals, a wide variety of business opportunities present themselves for German companies with the know-how to make it happen. US Ambassador to Germany, Philip D. Murphy even said that “the US citizens have to follow the Germans’ footsteps when it comes to energy preservation.”

As stated by panelist Wulf Hohmann from Lahmeyer International during the Bioenergy in the USA panel, “the key is to have a local partner when you want to do business abroad.” The German American Energy Conference served as a way to forge these key partnerships, with approximately 300 political and economic experts from the Germany and the US in attendance.

Also at the conference, Antonio Benecchi, partner at Roland Berger Strategy Consultants presented the results of the survey “German American Renewable Energy Outlook,” a joint effort of the consulting >>

2nd German American Renewable Energy Outlook Survey

By Eva Krause, GACC of the Midwest

New advance of renewables in the US spells excellent business prospects for German greentech companies – Industry requires clear political decisions.



Antonio Benecchi, Partner at Roland Berger Strategy Consultants, presents the 2011 survey results in Berlin

Which role will renewable sources play in the future US energy mix and which industry segments are particularly attractive for German and American companies? Should the government play a more active role in paving the way for renewable energy implementation to help unleash the full growth potential of the industry? These were some of the questions answered by entre-

preneurs and organizations in the US market in this year’s German American Renewable Energy Outlook.

The following pages reflect the key findings of the survey conducted by the German American Chambers of Commerce and Roland Berger Strategy Consultants.

The complete study can be downloaded at the web address below. >>



www.gaccon.org/renewables-survey

firm and the GACCs. The survey is comprised of answers from managers and decision-makers of both US-owned companies and subsidiaries of German firms with activities in the US energy market.

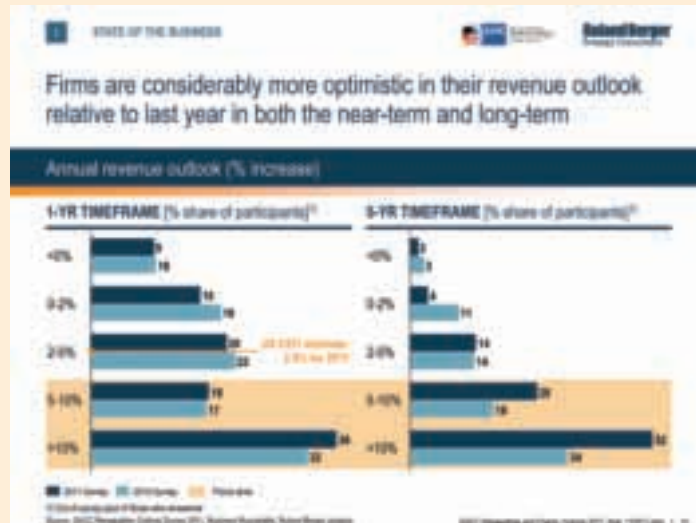
The German American Energy Conference takes place annually in Germany. For information on the conference, please visit www.gae-conference.com **GAT**



Networking at the 3rd German American Energy Conference

Key Statements

2nd German American Renewable Energy Outlook Survey



52% of the greentech companies feel that their revenue will grow by over 10% per year over the next five years, driving plans for increased hiring



43% expect more than 10% headcount growth annually over the next five years

Key Statements

2nd German American Renewable Energy Outlook Survey



Cohesive government policies and incentives, as well as efforts to educate the public will be needed to further stimulate the industry



Biggest challenge for US companies is the uncertain potential for poor economic conditions and for German-owned businesses the lack of a government policy

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

Untangling the Gordian Knot:

The United States Takes Aim at Oil Imports

With gas hovering near \$4 a gallon, President Obama seeks to accomplish something that has eluded every U.S. President since Richard Nixon. He wants to wean Americans off gasoline and lower oil imports. Easier said than done. In many American households transport is the second-largest expense category. The transport sector accounts for 70 percent of petroleum consumption. Cheap gas is as American as apple pie. The Administration is peddling a new recipe: *Blueprint for A Secure Energy Future*.

The Blueprint outlines a three-part strategy to lessen the economy's dependence on fossil fuels: increase domestic energy resources; lower energy costs and save energy; and harness American ingenuity to unleash low-carbon technologies. Several goals stand out.

1. Reduce oil imports by one-third by 2025

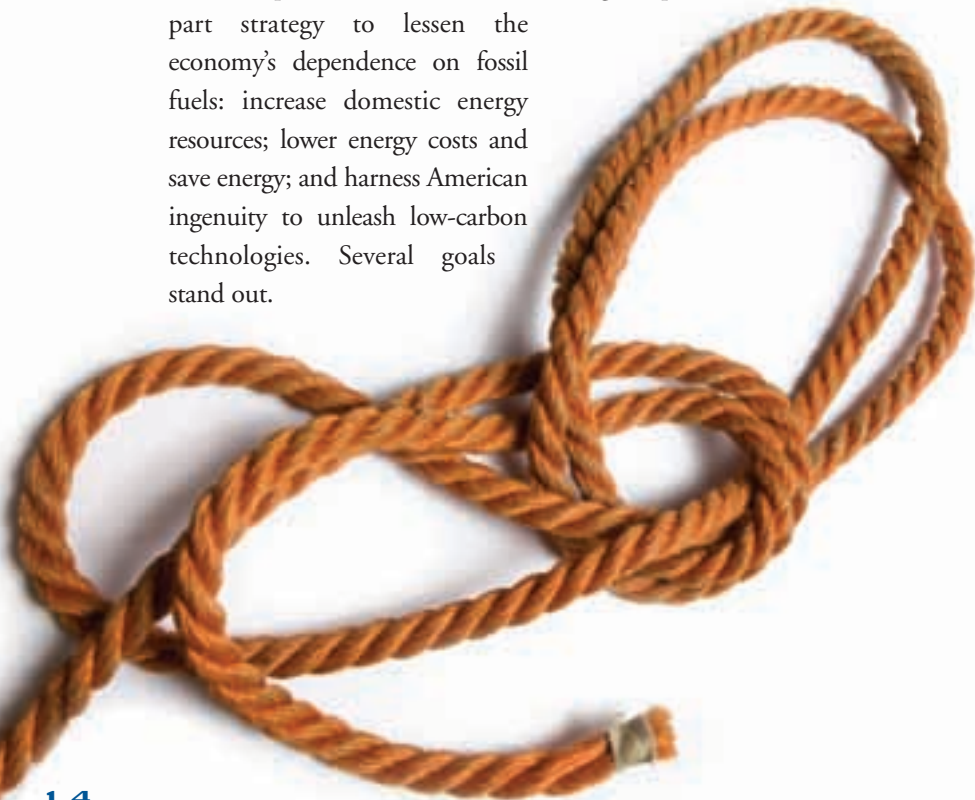
The U.S. will have to expand production of oil, petroleum and natural gas. The Department of the Interior (DOI) is once again issuing deep-water permits in the Gulf of Mexico. The DOI reorganized the Minerals Management Service into three agencies to address structural flaws. The White House is drafting a five-year plan (2012-2017) to identify new areas, including Alaska and the Mid- and South Atlantic seaboard, suitable for offshore oil and gas exploration.

Vast areas presently under lease (70 percent of offshore acres, 57 percent of onshore acres) remain undeveloped. The White House may revise leasing procedures to encourage leaseholders to develop the tracts or release them to more interested bidders.

Conventional cars and trucks will have to go further on a tank of gas. This fall, the Administration will release a plan to tighten CAFE standards for cars and light trucks from 2017 to 2025. First-ever fuel efficiency standards for heavy-duty trucks are set to be issued this summer. By 2015, 1 million electric vehicles should be cruising American neighborhoods. Nearly \$3 billion in federal funds are intended to catalyze a 40 percent market share of the advanced battery industry by 2015. The Environmental Protection Agency has cleared 2001 (and newer) model-year autos to run on E-15, a gasoline blend with 15 percent ethanol.

2. Generate 80 percent of the nation's electricity from "clean sources" by 2035

To attract political support, the Clean Energy Standard (CES) would include renewable energies as well as nuclear power, coal cou-



pled with carbon capture and sequestration (CCS) technology, and “efficient” natural gas. Given the expansive parameters, the goal may be realistic.

In 2010, the United States generated 20 percent of its electricity from nuclear power, 10 percent from renewable sources, 25 percent from natural gas, and 45 percent from coal. This translates to a CES of 30 percent if the definition only includes renewables and nuclear, and 40 percent if the CES also admits “efficient” natural gas (combined cycle power plants) valued at a half-credit.

The Senate Committee on Energy and Natural Resources has issued a white paper seeking comment on the design of a nationwide CES. Nearly 300 comments were submitted. They will be made available as the legislative drafting process continues.

Energy-efficient homes and buildings should lower energy bills for consumers, companies and retailers. The American Recovery and Reinvestment Act funded 360,000 weatherization projects. The Department of Energy (DOE) has launched a “Better Buildings” competition to spur energy innovations by households and corporations. The Environmental Protection Agency (EPA) is expanding its Energy Star program so consumers can purchase appliances with high-performance and low energy use. The Administration supports “HOMESTAR” legislation to provide consumers with point-of-sale rebates for pur-

chasing energy-saving devices and products.

3. Approve 10,000 MW of renewable power on U.S. property through 2012

In recent months the DOI has approved the construction of commercial-scale solar energy projects on U.S. public land in California, and issued permits for the Cape May wind project off the coast of Massachusetts, awarding contracts to U.S. and foreign companies that produce cutting-edge technology and products. Memoranda of understanding between DOE and DOI, and the Federal Energy Regulatory Commission, are intended to streamline regulatory authority, clarify responsibilities, and facilitate more renewable energy projects on U.S.-owned property.

Conclusion

The Blueprint is ambitious but it is unclear how much the executive branch can achieve without Congressional support. Financing is another challenge. Whereas some of the enumerated initiatives are underway with pre-approved

CONTACT INFO

RGIT

The Representative of German Industry and Trade (RGIT) is the liaison office of the Federation of German Industries (BDI) and the Association of German Chambers of Industry and Commerce (DIHK) in Washington.

 www.rgit-usa.com

financing, other elements source to the fiscal year 2012 budget. Given the current debate in Washington re budget deficits, entitlement spending, and national debt, it is unlikely that all of the out-year projects will receive funding. Some may query the environmental effectiveness of a Clean Energy Standard that includes nuclear power, coal energy with CCS, and high-performance natural gas. Still, on balance, the Blueprint sets forth a bold vision for transforming the U.S. economy.

The Administration's recipe has interesting elements: can it compete with apple pie? **GAT**




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Support for SMBs comes with National Bias

Access to several US bid invitations remains closed for German companies

By Ullrich Umann (Germany Trade and Invest)

German companies wanting to participate in public bid invitations in the US should undergo a meticulous preparation process. Statutory provisions and regulations on various administrative levels regarding the support of small and medium businesses (SMBs) make it sometimes almost impossible for foreign bidders to submit a bid. In some cases, 'Buy America' regulations or lack of transparency

before bidding make for insurmountable obstacles. The European Commission shows concern about the current situation.

In the US, public bid invitations in the amount of up to US\$ 100,000 are reserved for small and medium businesses (SMBs) with a domestic place of business. This national regulation is not against the official rules set by the World Trade

Organization (WTO), since it is covered by an exemption to the WTO Government Procurement Agreement (GPA) under General Note 1 to the US Appendix I.

However, what does pose a problem is the fact that a predetermined award volume percentage of the more extensive bid invitations is exclusively reserved for domestic SMBs – if not via direct award of contract, then in the way that the winning bidder has to award subcontracts to SMBs. According to the Small Business Act (Public Law 85-536), the US government awards 23% of its procurement volume this way to small and medium businesses.

Given these circumstances, the European Commission now assumes that a significant part of local procurement in the US is only realized in a 'reserved' scope; all the more since 'Buy America' stipulations are tied to awarding criteria in some cases. Sometimes, bid invitations have a lack of transparency, since there is no uniform information platform on state level comparable to the European TED data base.

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portal; however, the listed procurements are largely assigned to federal agencies. A substantial number of public procurement, however, takes place on the administrative sublevel of states and local municipalities.

Regulations set to keep foreign bidders from public procurement have somewhat of a tradition in the US. 'Buy America' already played a major role in the 1930s in legislature, since there had already been a worldwide economic crisis the nation had to deal with and overcome. Originally, the Buy America Act of 1933 allowed for numerous restrictions on foreign supplies and/or regulated 'local content' to more than 50% when it came to public procurement.

In 1954, the Executive Order 10582 expanded 'Buy America' regulations in areas with high unemployment in favor of local small and medium businesses. Foreign bids were allowed to be denied referencing a heightened national interest or national security.

In 1953, the Small Business Act of 1953 for the development of small and medium businesses was enacted. Based on this law, a federal agency was established specially for the development of SMBs - the US Small Business Administration. Among others, the Small Business Administration controls the awarding of contracts for SMBs

regarding procurement of all federal departments. Within this agency, the Office of Government Contracting has the underwriting authority. The following is from the agency's website regarding the topic:

"Under the Small Business Act, federal agencies conduct a variety of procurements that are reserved exclusively for small business participation. These transactions are called "small business set-aside". These set-asides can be used for small businesses in general or specific, for HUBZone certified firms, 8(a) certified firms, Service Disabled Veteran-owned small firms, or once implemented, those firms participating in the Women's Small Business Contracting Program.

For all procurement actions expected to exceed the \$150,000 simplified acquisition threshold, prime contractors are required to make a "best effort" attempt to make use of small disadvantaged businesses, SDVOs, and WOSBs as subcontractors if the opportunity exists under the contract. For procurement actions expected to exceed \$650,000 (\$1.5 million for construction), the winning contractor is required to provide the agency contracting officer with a written plan that establishes a small business subcontracting goal. The plan details how the winning contractor will



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make use of small business in each subcontract category and provide for timely payments."

Companies wanting to be considered for public procurement in line with the development of SMBs have to register with the Small Business Administration. Besides complying with sizeable criteria varying with types of procurement (highest possible number of employees in the past 12 months, cap regarding annual turnover, etc.) the company has to have a domestic place of business and has to be primarily active in the US market and/or has to contribute substantially to the further development of the US economy. This includes paying taxes in the US, using materials and components made in the US as well as employing American personnel.

Over the years, US Congress has further refined the regulations concerning SMB quota for public procurement. Currently, the Small Business Administration painstakingly controls whether the individual federal >>

departments stick to the corresponding, defined SMB quota when it comes to awarding contracts and whether transparency was given during the process.

In times of merging and inter-connecting national economies and free world trade, which the US administration is striving for as well, discrimination in the public procurement process regarding nationality or size of bidding company could only be seen as outdated. This is the reason why the European Commission has already called on Washington several times.

Already during the so-called Uruguay Round (1986-1994), before the WTO was established, the EU negotiated with the US the completion of a bilateral agreement compliant with the later agreed-upon WTO Government Procurement Agreement. With this, the participation conditions for European companies bidding on public procurement in the US improved – yet not by much and not to an utmost satisfaction.

Furthermore, the European Commission is concerned about the ‘Buy America’ regulations when it comes to government procurement; e.g., the federal funding for road and highway construction. As a latest measure, national procurement regulations in line with the American Recovery and Reinvestment Act of 2009 were used. This was not only criticized in Europe but worldwide. Only

the Canadian government managed to enforce Canadian companies not being hindered by ‘Buy America’.



A swift change in national procurement regulations is not expected any time soon. In the US, it would be almost impossible to legally realize the suspension of national law in favor of foreign companies, since such a measure would partially conflict with national legislature, among others, on individual state levels. As a general guideline, the European Union had suggested to use the WTO Government Procurement Agreement, without exception, for all bid invitations and on all administrative levels in the US – up until now without any success.

Several US states follow individual policies for the development of SMBs and/or disabled or otherwise handicapped, however economically active persons; among others, for national minorities and in line with creating equal economic opportunities for women respectively. Based on this, according to EU estimates, foreign bidding companies are already excluded from about 20% of bid invitations in states such as Texas. In Kentucky, the exclusion quota could very well reach 70%.

As problematic as the development of SMBs currently is for US bid invitations for foreign bidders, there is a historic validation for it all. At the beginning of the

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1950s after the end of WWII and the Korean War, as hundreds of thousands of demobilized GIs flocked back onto the domestic job market, by far not all home-comers found a new employment – especially since the economy was having a difficult time switching from an extensive war production, closed off to all competition, to the manufacture of goods and services for peacetime and now operating under worldwide competition conditions.

Establishing your own modest company was often the only alternative to unemployment. To guarantee equal opportunities in a free market economy as well as to give a jump start, newly established small businesses were given preferential treatment when it came to the awarding of contracts for public procurement.

With this, survival of the business and corresponding economic prosperity was to be ensured, while keeping competition conditions among companies. The monopoly large bidding companies had in winning bids up until then was effectively and, as history shows, permanently destroyed through the use of the Small Business Act of 1953. **GAT**

*Translation from German by
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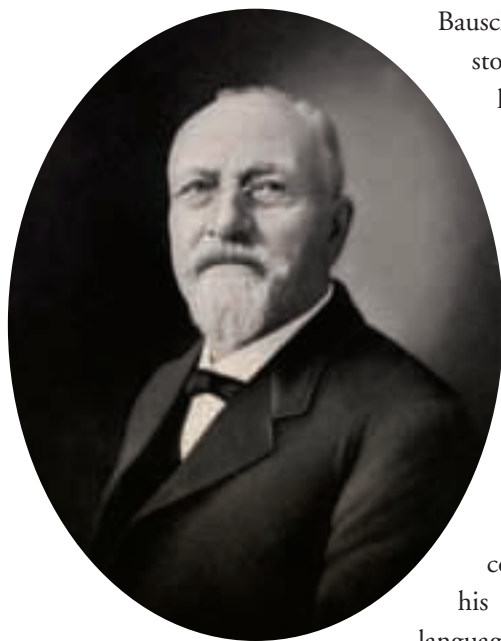


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By Berti Kolbow


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John Jacob Bausch



JJ Bausch aged 75
COURTESY OF BAUSCH & LOMB

Millions of people around the world have improved their vision with contact lenses or glasses manufactured by Bausch & Lomb, founded by German immigrants John Jacob Bausch and Henry Lomb. J.J.

Bausch transformed a small store for eyeglasses into a large-scale manufacturing enterprise for optical goods in Rochester, NY.

While he resumed other supplementary work, Bausch gave the optical trade another try. He addressed customers of the migrant community, advertising his business in a German language newspaper. Spurred by promising sales in November 1853, he took the risk to set up a local shop for optical goods. Under the name J. J. Bausch, Optician, he offered an array of spectacles, telescopes, microscopes, and opera glasses imported by his brother in Germany. After a considerable time in business, Bausch was still los-

ing money, so he turned to Henry Lomb, a fellow immigrant, who loaned him his savings of sixty dollars. In exchange, Bausch promised equal partnership if the business was ever to become profitable. This handshake agreement has become an integral part of the company's founding myth.

In the meantime, Bausch had saved enough money to finance a modest homestead where he raised four sons and two daughters with his wife. Business increased slightly during the following years, and Bausch renamed the company the Optical Institute of Rochester in 1856. Lomb's temporary departure to fight in the Civil War began another tough period, during which Bausch arrived at an unfavorable conclusion: "Years passed, and we had not made any financial gain. To the contrary, from the beginning up to the year 1861 we actually had lost, [...] our debts just equaled our resources. [...] If I had not had the good fortune to have a few kind benefactors, my business would have come to an end long ago."

Bausch & Lomb, much like many others at the time, benefited from the new market opportunities and infrastructure improvements in peacetime following 1865. Due to high import tariffs in the 1860s, goods from Europe were expensive. Consequently, J.J. Bausch began manufacturing eyeglasses, rather than just importing stocks from Germany. He had been experimenting since 1861 with vulcanized rubber, an inexpensive and strong material for frames, which were then either hand carved from animal horn or crafted from metal. Bausch's rubber framed spectacles met with great success; by 1866, the company at last began to expand, setting up a sales office in New York City. The display of their products at the World's Fair in Philadelphia in 1876 demonstrated Bausch & Lomb's far-reaching ambitions, and by 1908 operations had extended even further with offices in major US regions and in Europe.

One of the major advantages of Bausch & Lomb came from the transfer of superior optical technology from market leader Carl

Zeiss. In the early 1890s an agreement was established for Bausch & Lomb to manufacture and sell Zeiss' more advanced photographic lenses in the US. The partners strengthened the

exchanges in 1921, after World War I had temporarily halted the partnership.

The success of Bausch & Lomb and other industries in Rochester

attracted a number of well-trained immigrants from Germany to the growing company. The company grew from 28 employees in 1864 to over 6,000 by 1918. For a long period it gained advantages from the advanced education in optics and science in Germany, though in later years the company began to apprentice employees itself.

It is striking that many Bausch & Lomb positions during J.J. Bausch's lifetime were filled with relatives, either German-born or descended from Germans. When Bausch concentrated on manufacturing, his younger brother Edward took over retail operations. In the mid-1870s, his sons Edward and William joined the company and were put in charge of

microscope and optical glass production, later becoming vice presidents.

Despite Bausch's assimilation into American society, he >>

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pact by formally affiliating in 1907, granting the free use of Zeiss' patents in exchange for 25% of Bausch & Lomb's shares. Bausch & Lomb and Zeiss agreed to further technological



JJ Bausch & Co. storefront circa 1853

COURTESY OF BAUSCH & LOMB

never lost touch with his ethnic community. J.J. Bausch was a founding member of the local Turnverein, as well as providing support to the Mechanics Institute (today the Rochester Institute of Technology), established in 1885 by Lomb and others to provide formal training for skilled industrial workers.

J.J. Bausch took great risk in order to fundamentally improve his living conditions. How did this work out in the end? The enterprise is reported not to have made substantial profits before 1890, when Bausch was in his sixties. Regardless, he had certainly surpassed his life as poor

immigrant to become a rich man.

It is no wonder Bausch viewed his migration as the right thing to do, stating in his memoirs that "...I have never regretted the step I took." Bausch's advancement from a poor immigrant to a thriving entrepreneur truly showcases the idea of the American self-made man, and despite assimilating to the business patterns of his adopted country, he remained deeply committed to his ethnic identity, with strong ties to German networks on both sides of the Atlantic. **GAT**

CONTACT INFO



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

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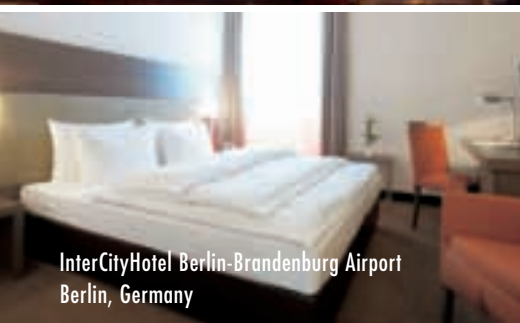
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Arizona

From the “Wild West” to a Competitive High-Tech Business Location

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

Tombstone, Arizona, is a small town synonymous with 19th century Western legends, dusty streets, saloons and gunfights. To Germans, this southern Arizona town may be known as the set of the novels about the adventures of “Winnetou” and “Old Shatterhand” by Karl May, one of Germany’s most celebrated authors. While Tombstone, “a real town with real inhabitants” nicknamed “The Town Too Tough to Die,” according to their website, has not changed much and maintains its “Wild West” image, the rest of Arizona has changed significantly and is growing rapidly.

Today, Arizona is one of the fastest growing, most dynamic economies in the U.S. with a population growth of about 3 percent per year. As an international border state with a direct border to Mexico, Arizona is a central gateway for companies to access U.S. markets, especially California, Texas and the Southwest, while also providing easy access to markets in Mexico and South America.

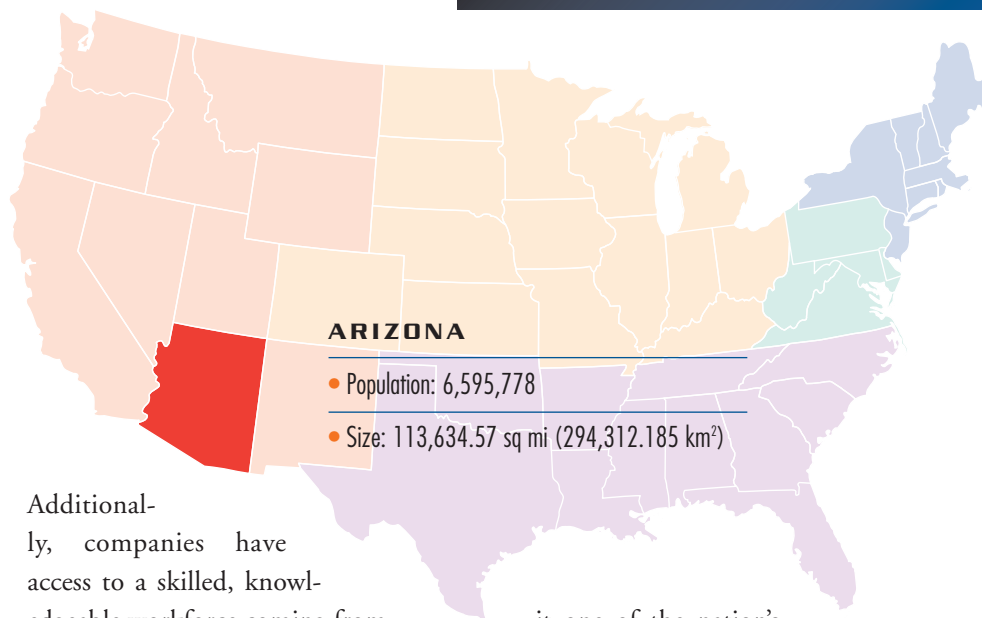
Arizona’s capital Phoenix, the United States’ sixth most populous city with a population of about 1.5 million, and the surrounding Greater Phoenix

metropolitan area is, and has been for the past 20 years, one of the fastest growing and most dynamic metropolitan areas in the country with a current population of 4.2 million. The value of goods and services produced in the Phoenix metro area reached USD 187.4 billion in 2008, larger than the output of many countries. Arizona’s capital city is the hub of the Southwest with easy access to the fastest growing regions of the U.S. including Los Angeles, San Diego, Las Vegas, Albuquerque and Mexico within a 370 mile radius. Phoenix Sky Harbor International Airport, one of the ten busiest airports in the world with close to 700 commercial non-stop flights leaving for major cities in the U.S., Canada and Mexico as well as London, is located only four miles from the downtown area.

Lower cost of living in Phoenix, compared to other major metropolitan areas in the U.S., is one of the reasons why more and more people are moving to Arizona

and its capital. The moderate weather and the quality of life with access to a variety of recreational and cultural choices, make it an attractive and affordable place to live. In addition, job opportunities exist in a variety of sectors and industries as more and more companies decide to come to Arizona.

While Arizona was hit hard by the Great Depression, resulting in a 3.9 percent drop in GDP from 2008 to 2009, the state's pro-business initiatives are designed to have a lasting stimulus effect. In general, business-operating costs, including taxes, real estate prices and utility costs, are lower than the national average in Arizona. In early 2011, Arizona passed sweeping economic development legislation called the "Arizona Competitiveness Package." It marks a new level of Arizona commitment making it easier for existing and new companies to grow in Arizona.



Additionally, companies have access to a skilled, knowledgeable workforce coming from the state's university system, including Arizona State University (ASU), University of Arizona (UA) and Northern Arizona University (NAU). Especially the large science and technology research programs have contributed to the high number of engineers living in the state. The universities and their ability to attract federal R&D funding as well as Arizona's research-intensive companies drive the state's research and development activities, making

it one of the nation's top patenting states.

Arizona's vibrant information technology community ranks high in high-tech business formations and business IPOs with an upward trend for future growth. In addition, many data centers are also located in Phoenix; one reason being low occurrence of weather disruptions due to natural disasters, as the area is one >>





of the most reliably operating environments in the U.S.

With more than 321 days of sunshine per year, Arizona has some of the highest concentration of sun in the U.S. In addition, the state is committing to sustainable industries and has implemented a number of renewable energy tax incentive programs. Thus, Arizona is home to a growing number of renewable energy companies active in the solar industry, including German subsidiaries Colexon, Schletter Inc. and Solon Corporation, as well as wind, biomass and biofuel companies.

According to the Representatives of German Industry & Trade (RGIT), German-owned affiliates account for 9.5 percent of the 64,400 jobs created by foreign-owned affiliates in Arizona. Five percent of Arizona's exports are sold to Germany, making it Arizona's fifth-largest export destination (RGIT/U.S. Bureau of Economic Analysis, 2007). Top exports to Germany include computer and electronic products. Electronics, semiconductors and

aerospace are important established industries in Arizona. In the greater Phoenix area, the electronics industry started when Motorola set up a small research laboratory in 1949. Today, Intel has set up its first nanometer manufacturing facility and production site "Fab 32" in Chandler, Arizona, ensuring the region will remain a major innovation hub well into the future. These examples show that the region has evolved to include the entire value chain from R&D, to chips and hardware as well as software and services. Arizona also has a substantial presence in the Aerospace sector: Major employers include Honeywell Aerospace, Raytheon, Boeing Helicopters, Lockheed Martin, and General Dynamics.

Another unusually large industry sector, when compared to the national average, is construction, due to Arizona's rapid and continuing growth in recent years. In addition, an enormous number of infrastructure projects are planned to prepare for the forecasted

population growth, including new freeways, the expansion of light rail lines and a commuter rail system.

Before the age of the high-tech industries, Arizona's main export activities were mining and agriculture, which both remain significant in rural parts of the state. Since the 19th century, copper mining has been a major industry in Arizona. As of 2006, eleven copper-producing mines still existed in Arizona and in 2007 the state was producing 60 percent of U.S. copper, worth about USD 5.54 billion.

Agriculture still is a USD 9.2 billion industry for Arizona today, almost evenly distributed between crops (53 percent) and livestock (47 percent). Since the southern half of the state mainly consists of deserts, Arizona's irrigation networks have become some of the most efficient in the world. Massive irrigation projects with dams for water storage in lakes and reservoirs provide economic water distribution and hydro-electric power genera-

tion used throughout the state. Arizona's top agricultural crop commodities are lettuce, cotton and hay; it ranks second nationally in its production of cantaloupe and honeydew melons, lettuce, spinach, broccoli, cauliflower and lemons. In the more mountainous northern half of the state, made up of the western end of the Rocky Mountain chain, cattle and sheep are the main agricultural commodities.

With its landscapes ranging from the Rocky Mountains to canyons and desert land, Arizona is also a popular tourist destination. Travel spending in Arizona generated

a direct impact of 157,200 jobs with earnings of USD 4.7 billion in 2009. Out of the 26 National Parks, the Grand Canyon is easily Arizona's most distinguishable and famous landmark. In addition to the vast canyons, miles and miles of deserts with cacti in all shapes and sizes, and the remainders of the "Wild West," you will also find an abundance of championship golf courses and luxury resorts to relax or host meetings and conferences.

If you're looking for an affordable and accessible location to set up your growing U.S. operations, contact us for more information! **GAT**

German Companies in Arizona

Company Name	City	BR/HQ
ATRONIC AMERICAS, LLC	Scottsdale	HQ
BAX GLOBAL, INC.	Phoenix	HQ
BAX GLOBAL, INC.	Tucson	BR
CENTROSOLAR AMERICA, INC.	Scottsdale	HQ
Clariant Corporation	Phoenix	BR
COGNIS USA, Inc.	Tucson	BR
COLEXON Corp.	Tempe	HQ
Dachser Transport of America, Inc.	Phoenix	BR
DB Schenker - Phoenix	Phoenix	BR
DB Schenker - Tucson	Tucson	BR
H.Schreiner Testing Systems Inc.	Buckeye	HQ
KOBOLD	Scottsdale	BR
LEONI WIRING SYSTEMS, INC.	Tucson	HQ
Louis Company, Inc.	Phoenix	BR
M+W U.S., Inc. Phoenix	Phoenix	BR
MB QUART ELECTRONICS, INC.	Tempe	HQ
PERI Formwork Systems, Inc.	Casa Grande	BR
Prochem	Chandler	BR
Rema Tip Top - Arizona Branch	Casa Grande	BR
Schletter Inc.	Tucson	HQ
Schott Donnelly LLC	Tucson	BR
SOLOM CORPORATION	Tucson	HQ
THE DIAL CORPORATION	Scottsdale	HQ
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Overcoming US Market Resistance

It is generally understood that the US market is difficult to penetrate, with a withdrawal (failure) rate estimated to be well above 50-60%. The fundamental reasons are not well known. Some European businessmen attribute US market resistance to perceived American chauvinism. Others believe it is due to cultural differences. Both are not quite correct. The issues are strategic and tactical.

There is no motivation for Americans to purchase European products competing with existing, available imported or domestic products. Low pricing is not an option, since it is also matched by Asian manufacturers.

Fortunately, there are many European-engineered products which are not available in the USA. For the American customer however, the purchase of such products poses a certain uncontrollable risk: the European company could very well withdraw at a later point and go out of business. For said products, American customers are looking for a long-term commitment from European manufacturers in terms of continuity of supply, spare parts availability, upgrades, and after sales service. However, if the European companies continue to generate losses, they have no choice but to withdraw. Considering the high historical withdrawal rate, it is a risk American customers and sales representatives are reluctant to take, noting that sales reps are only paid on success.

All of this results in the American customer having doubts about the commitment level of the next European newcomer, which in return leads to subsequent disappointments and eventually to market withdrawals – hence, a vicious cycle.

The following 11 points address the issues of European companies when attempting US market entry:

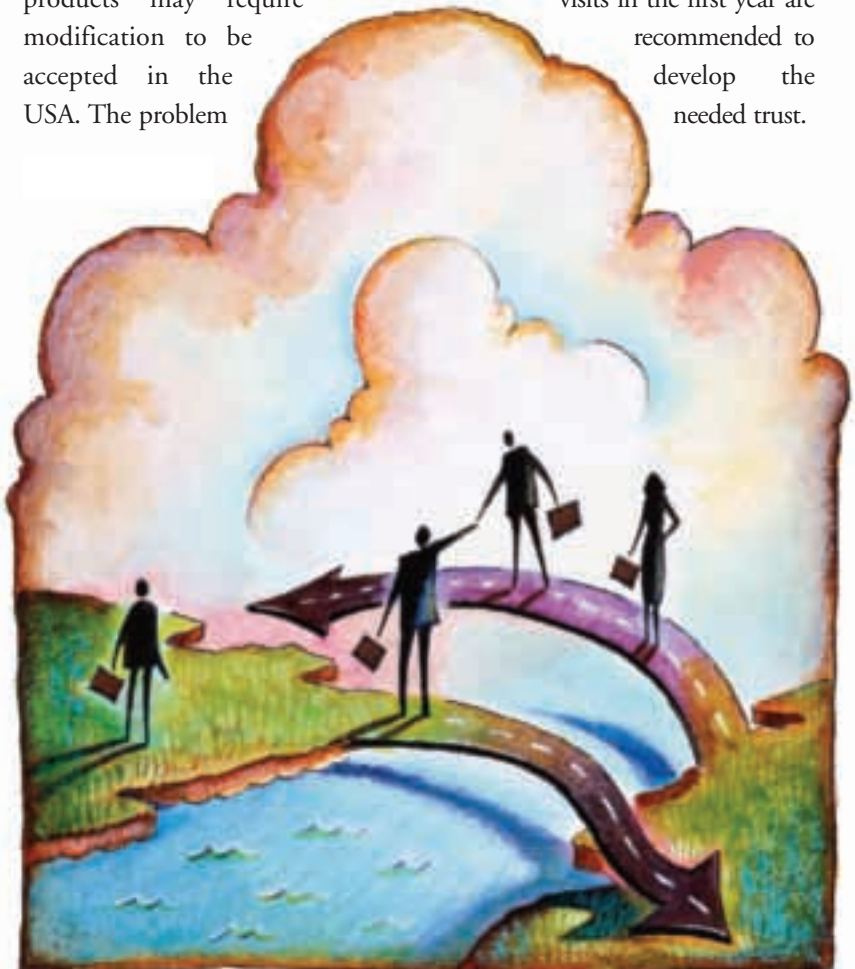
1. Product Americanization

For historical reasons, and differing standards, European products may require modification to be accepted in the USA. The problem

is that the European manufacturer must invest in the modification and optimization of his product for a market in which he may not succeed.

2. Visit Frequency

The German decision to withdraw from the US market must be made at the top management level, above that of the export manager. Therefore, it is necessary that the European decision makers (managing directors) visit the USA enough to reassure the Americans of their long-term US market commitment. At least 3-4 visits in the first year are recommended to develop the needed trust.



3. Population Density

The US population density is much lower than that in Europe, and Americans prefer to purchase from local people. Therefore, the sales channels in the USA differ from those in Europe. In the USA, sales are carried out by sales representatives, whereas in Europe, company employees are used to perform the task. Europeans are not comfortable in sharing their salesmen with other manufacturers.

4. "Piggyback"

The piggyback strategy is seductive, it involves the EU manufacturer selling through a US manufacturer having the same target customer base. This is a tempting strategy, but has a high failure rate for several reasons, e.g., the US manufacturer is invested in manufacturing his own product and not that of the European.

5. Customer Service

American sales representatives are reluctant to commit to selling products manufactured by European newcomers. To convince the sales representatives of the European's commitment, it is recommended that the pre-and after-sales support structure be identified prior to recruiting the reps. In addition, the Americans have concerns about contacting Europeans when an urgent need arises because of the 6-9 hour time difference.

6. Priorities

Survival of the European companies depends on success in the home (European) market, and Americans are concerned that Europeans must give highest priorities to their existing markets. This applies to pricing information, technical support, delivery schedules, etc. Because of this uncertainty, Americans prefer not to take the risk of representing or purchasing products from Europeans.

7. Sales Plans

Europeans are not able to prepare sales plans for the US market due to lack of knowledge of customers and their short-term needs. American sales representatives are not sufficiently familiar with the competing products to prepare the sales plan. Therefore, no plans are developed, and the European company has no yardstick to measure progress. To equalize expectations, the plans must be developed jointly and the European must take the lead in this regard.

8. Switch

The European must have compelling reasons for the American candidate customers to switch from their existing trusted suppliers.



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713-963-9300



www.hta-usa.com

9. Bonding

Bonding between the European manufacturer and his US sales representatives can be achieved by the American visiting the European headquarters for training. However, the American visitor must be prepared to pay for his own airfare, while the European host is responsible for hotel and food.

10. Endurance

Europeans should address only 10-15% of the USA at the outset, thus allowing them to conserve on product promotional costs in a limited territory.

11. Initial Staffing

Market development requires overcoming much rejection and disappointment. The person initially in charge of the US operation should therefore be someone who has a long-standing loyalty to the German mother company, e.g., coming from the German headquarters. His initial assignment is to find an American who can eventually replace him. Culturally, the German manager is supported at the customer interface by his American sales representatives. **GAT**

Move Your Messaging Above the Cloud

With the announcement of the Apple iCloud®, every consumer will be introduced to the concept of cloud computing. While this will raise awareness about the power of cloud computing, based upon similar happenings in the past (remember Sony PSP?), one can anticipate that hackers may see this as another opportunity to crack the code. With the expansion of consumer-accessible cloud environments, one has to question how a business can successfully run mission-critical applications on a shared cloud environment and still protect its data.

Cloud Benefits and Fears

In a new white paper published in the Harvard Business Review, 1,500 business and technology leaders were surveyed and 85% said they will be using cloud tools either moderately or extensively over the next three years. The white paper talked about the advantages of cloud computing as well as the following concerns:

Valued Benefits

- Increased Business Agility
- Flexible Capacity
- Faster Adoption
- Lower Fixed Cost
- Low-Entry Fee

Fears

- Data Security
- Compliance
- Business Continuity

Where to go?

At the SAP® Sapphire show in May of this year, one of the main focuses was Private Cloud Computing. The concept revolves around managed services rather than simply running applications in a third-party environment, a concept also known as “above the cloud”. This concept utilizes a shared environment that can support multi-tenant use, segregate customer data and protect the privacy of the content for both the organization sending it and the recipient receiving it.

Services such as Fax, Managed Email Services (Spam

& Virus) and EDI are ideal messaging services to be supported by Private Cloud providers. These messaging services typically experience seasonality and require business continuity. Organizations trying to support these messaging services on their own will typically spend more than they should, since they must build for geographic redundancy and peak capacity to meet their business needs. In addition, they will need expert resources to implement, manage and support the services; unfortunately, most companies are forced to treat messaging like a core competency, despite the lack of resources.



Private Cloud Computing - Above the Clouds

Private Cloud providers go far beyond adding more storage space, computing power and simple applications. A true managed service provides additional benefits such as:

- Up-Front Consultation
- High-Level Data Security
- Accommodation of Special Application Requirements
- Industry-Specific Compliancy
- High Availability with SLAs in Line with Specific Business Needs
- Business Continuity

When to go Above the Clouds

Managed Fax Solutions

One of the best opportunities for an organization to go “above the cloud” is with their fax applications (Desktop, Application and SAP®). These services typically cost more to support in-house than with a Private Cloud service. Companies will find that one provider can often meet all of their faxing needs, delivering an economy of scale, greater security and transparency and also continued innovation. The best part is that they pay only for what they use, which eliminates the build-out for peak capacity. Also, since the Private Cloud provider handles disaster recovery, the organization does not have to worry about business continuity.



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<http://www.retarusblog.com>

Managed Email Solutions

Another area where a Private Cloud provider could offer value is with virus and spam filtering. Up to 98% of all incoming emails are spam. In fact, most emails sent to companies have no use whatsoever, and some can even pose a danger. Companies become the unwilling targets of spam and undeliverable messages, dangerous viruses, phishing attacks or other harmful malware. Private Cloud Providers give companies reliable protection from these kinds of threats and the damage they can cause. Managed Email Services allow companies to drastically reduce costs and significantly increase security. By switching to a Private Cloud Provider, companies free up their IT infrastructure and reduce the workload on their employees.

EDI Services

EDI services allow organizations to easily exchange data, but the management of communicating with trading partners may not be that simple. The integration of business partners, customers, suppliers and the logistics chain that links them all together offers companies many opportunities for optimization, but the actual management of the service can often be handled more efficiently by a Private Cloud Provider.

Private Cloud Providers can use EDI services to connect companies and applications. They can also integrate all application formats and industry requirements, and provide SAP- and Drummond Group-certified solutions.

Move Above the Cloud with Retarus

Retarus is a leading provider of professional messaging solutions and has been developing and offering services for electronic corporate communication since 1992. The company's portfolio focuses on large and medium-sized corporations. Over 3,500 customers worldwide (including Allianz, Bayer, Honda, Sony and Adidas) use Retarus messaging services with absolute confidence. With more than 220 employed in Munich, offices in New York, Boston, Chicago and New Jersey, and internationally in Dubai, Paris, Madrid, Milan, Zurich, Singapore, Sydney and Vienna; all of our employees make Retarus' core service values Customer Focus, Innovation, Quality and Transparency their mission. **EAT**

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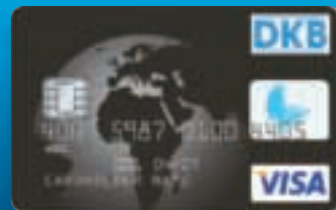
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CityKinder – Where Families Connect



The Resource for German speaking Expatriates and their Families

New York has always been a unique city comprised of people from all over the globe, who have ventured out of their familiar surroundings, looking for new experiences and ready to take on exciting challenges.

In October 2010, Gabi Hegan, a native from Munich, founded CityKinder LLC, a company that provides resources and a social network for German speaking expatriates and especially their families. She was soon joined

by Britta Nielsen from Northern Germany, a Brooklyn veteran of fourteen years.

CityKinder's main focus is the implementation of programs that facilitate the transition of German speaking newcomers to New York City. In order to make a work related stay abroad truly successful, the needs of the employee as well as the accompanying spouse and their children must be considered. CityKinder specializes in working





*Founder Gabi Hegan (r)
& Britta Nielsen,
Relocation Assistance Manager*

directly with families as well as employers and relocation companies in finding solutions that are tailored to each individual situation. Also, CityKinder actively considers all aspects of each family's specific needs. Our website and services provide expecting parents and young families with a vast array of resources that assist in navigating the cultural differences.

Consulting for Families in Transition

CityKinder provides assistance through individualized consulting, covering every aspect around family life in a new environment. Our staff and experts are available for one-on-one consulting sessions, finding service providers like physicians, hospitals and schools, as well as for ongoing email and phone support. In addition to our individual support packages, we also offer seminars on subjects like bilingual education, Families in Transition, Third Culture Kids,

international tax and estate law and more.

CityKinder - Resources, Classes & Cultural Events

Through our classes, seminars, and events, members of the CityKinder community gain access to essential information on raising children in the New York City area. Our popular cultural events provide families with the opportunity to celebrate their cultural heritage while meeting other families of a similar background - a perfect occasion for newcomers and longtime New Yorkers alike to expand and build their social network.

Our website www.CityKinder.com features a variety of links and resources for service providers and businesses that assist in easing the transition into

parenthood for expecting parents and help families that have recently arrived settle into their new surroundings.

Babysitter & Nanny Listing Service

CityKinder's Babysitter & Nanny listing service allows families to find German speaking babysitters and childcare professionals for full and part time positions. **GAT**

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Britta Nielsen
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www.CityKinder.com

EVENT CALENDAR

July 1 - September 11, 2011

July 11

Family Boat Cruise

Held by GACCoM
Chicago, IL
www.gaccomm.org

July 11

Solar Symposium:
PV Market Support-Political
Framework Outlook

Held by GACC SF
San Francisco, CA
www.gaccsanfrancisco.com

July 20

YEC Summer Social

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

Aug 27

8th Annual German Bierfest

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

July 1

Atlanta Braves Game:
German Consul General
Dr. Lutz G6rgens throws
the first pitch

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

July 26

GACCONNECT
Business Networking "Stammtisch"

Held by GACC SF
San Francisco, CA
www.gaccsanfrancisco.com

July 12

New Member Reception
Sponsored by JaxsUSA:
Regional Development Partnership

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

Aug 17

YEC Stammtisch

Held by GACCoM
Chicago, IL
www.gaccomm.org

Sep 5

Labor Day

July 4

Independence Day

Aug 4

Breakfast w/...
Rob Mikell, Georgia Department
of Driver Services

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

July 20

YEC Stammtisch

Held by GACCoM
Chicago, IL
www.gaccomm.org

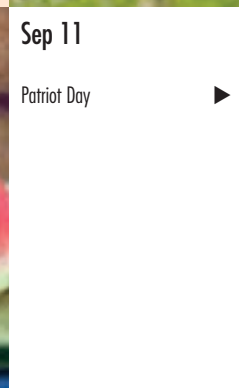
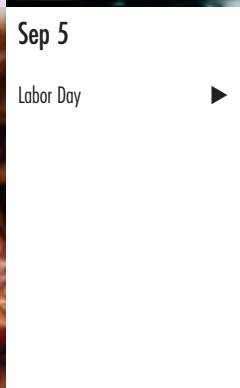
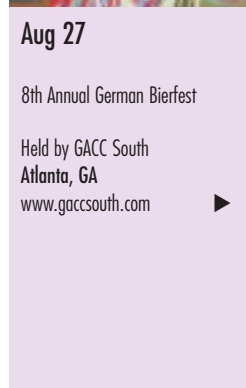
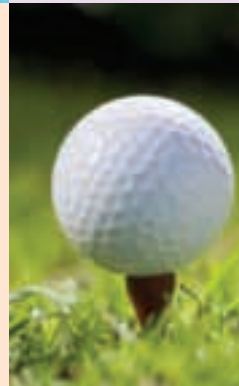
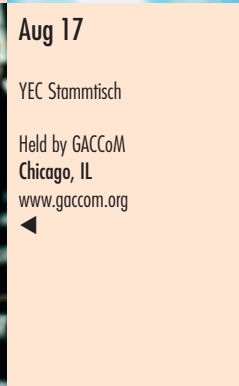
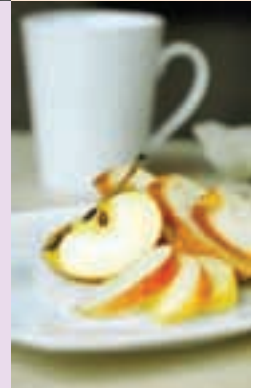
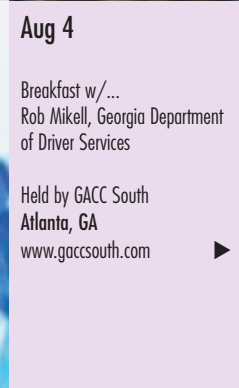
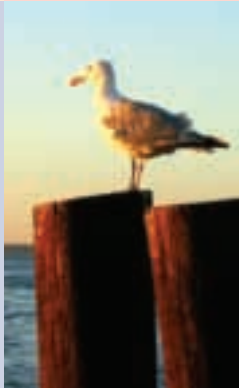
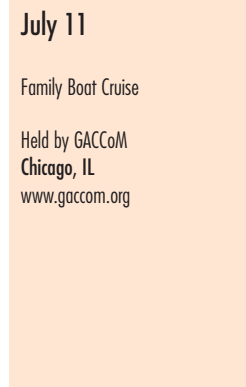
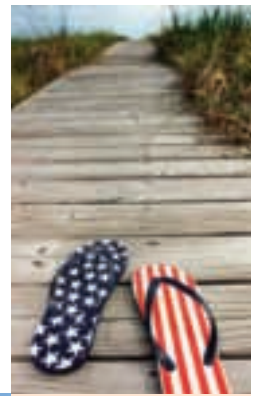
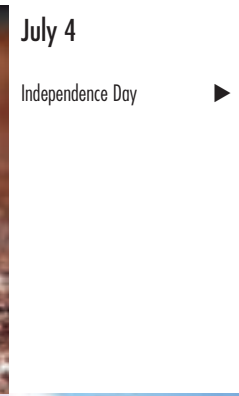
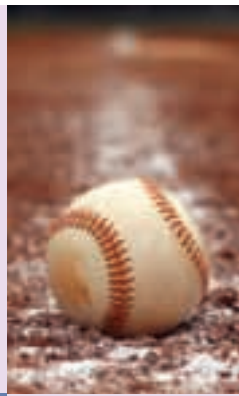
Aug 19

Charity Golf Tournament

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

Sep 11

Patriot Day





Navigating cultural differences to keep your business afloat

By Pamela Jackson
and Morgan Moretz



<http://howwesink.wordpress.com>

To Whom it May Concern

Among the countless non-descriptive commencement speeches of this graduation season, one caught our eye like a diamond in the rough – a beacon of hope in a dark sea of boring. It was a speech given by the COO of Facebook, Sheryl Sandberg, at Barnard University. The premise of the speech was “The Women Of My Generation Blew It, So Equality Is Up To You, Graduates.”

Aside from the title making us chuckle, it got us thinking about our role as women in the workplace. For our mothers’ generation, it was about a 50/50 split between women who stayed home as executives of their household and those who worked outside of the home. But times have changed.

Being the inquisitive creatures that we are, we hit up Google for some cold, hard facts about the modern-day corporate ladder. In Germany, around 60% of women between the ages of 15 to 65 work outside of the home, but only about 30% of these work in professional positions. In the US, the same 60% of women between the ages of 15 to 65 work outside of the home but



51.5% of these work in professional positions.

In true How We Sink fashion, we have some tips and tricks to make sure everyone is being politically correct in the American culture of women running things.

1. When addressing a woman in an email, use “Ms.” Mrs. refers to a woman who is married. In the 1960s, women in the United States wanted to find a way to identify themselves in a manner that didn’t state whether they *belonged* to a man or not. It wasn’t until 1972 that the US Postal Service approved this for official documents. So, unless you want to infuriate the feminist movement, use Ms.

2. There is little more infuriating than receiving an email to the general information inbox that is addressed “Dear Sirs.” So, women don’t work now? Oh, ok. Let us go home to grab a pint of ice cream and watch our favorite soaps. Make “To Whom it May Concern” your friend.

3. It seems as though, when it comes to a Board of Directors for a German company in the US, the Chair of that Board is usually a man, therefore named Chairman. However, on the few occasions that a woman holds this position, they become the Chairperson. Our suggestion is to either keep this position title as Chairperson, or to change it between Chairman and Chairwoman.

These little reminders may seem insignificant, but how can men and women feel equal in the workplace if they are constantly feeling belittled by reminders that things may not be as equal as they should be? We encourage you to make these reminders part of your everyday vocabulary. **GAT**

GERMAN AMERICAN TRADE

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