

G E R M A N A M E R I C A N

# TRADE

NOV / DEC 2011

## "PRODUCING LOCALLY - THINKING GLOBALLY"

Russ Wheeler,  
President, Hansgrohe North America

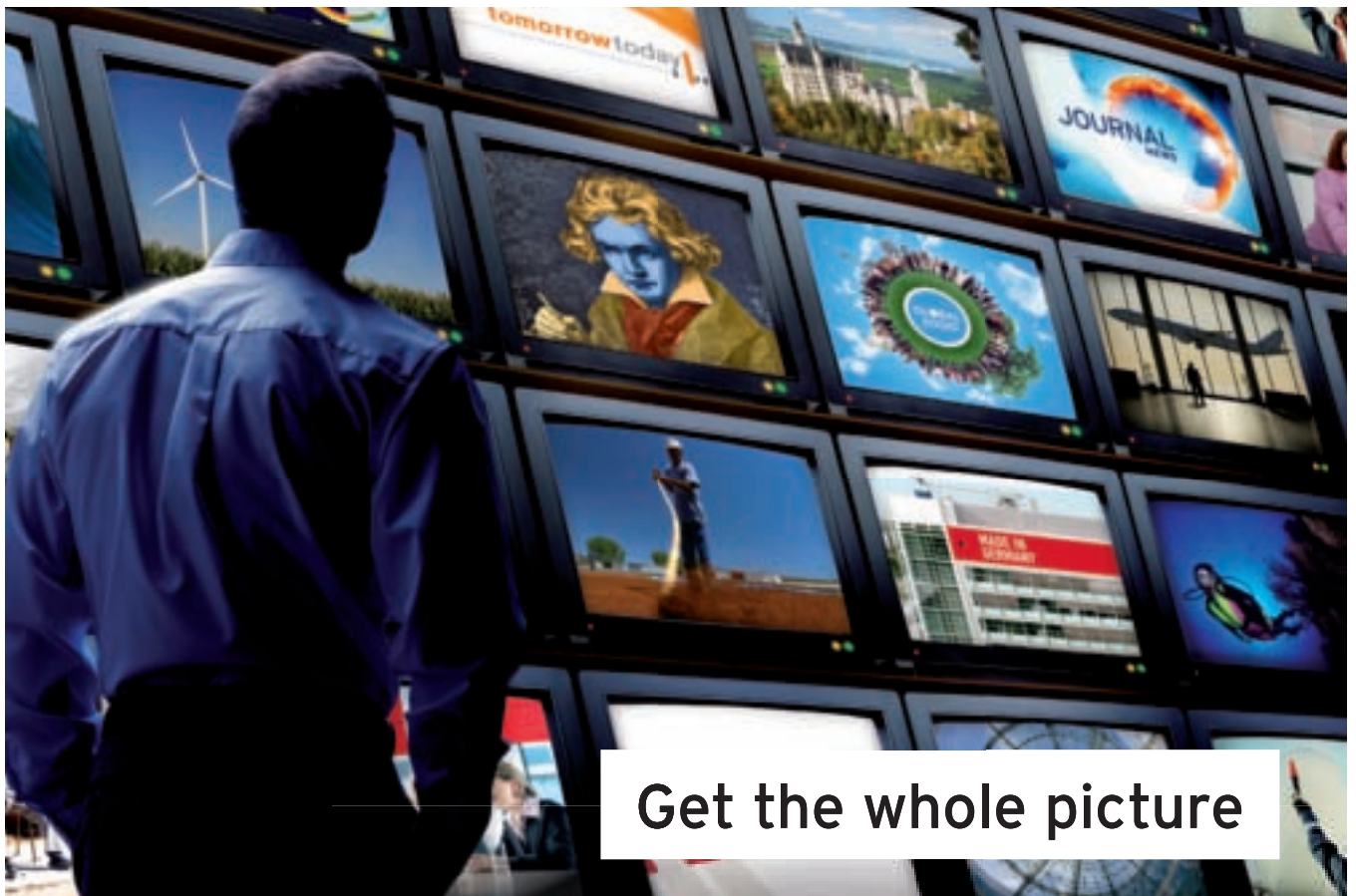
Blue-Collar Jobs are History:  
The Future of Vocational  
Education in the U.S.

Does Germany need a Gender  
Quota — is a Voluntary Code  
of Practice enough?

Member Profile:  
Herrenknecht — Breakthrough  
for the Subway in New York



German American  
Chambers of Commerce  
Deutsch-Amerikanische  
Handelskammern



Germany's international broadcaster offers quality programming – including news, sports and cultural highlights – all from the heart of Europe. Programming alternates between German and English and includes the most popular shows from the German public broadcasters ARD and ZDF.

#### **Subscribe to DW-TV in the USA**

##### **DTH satellite**

Available via DishNetwork (in the German language package with ProSiebenSat.1 Welt, EuroNews, German Kino Plus and My Sports Germany): call 1-888-276-2982 or go to [www.dishnetwork.com](http://www.dishnetwork.com)

##### **Cable**

TimeWarnerCable: [www.timewarnercable.com](http://www.timewarnercable.com)

Comcast Colorado (Colorado Springs) and Comcast Florida (Cape Coral, Naples, Ft. Myers): [www.comcast.com](http://www.comcast.com)

Cablevision iOTV: <http://optimum.com/io/international/index.jsp>

Verizon FiOS TV: [www.verizon.com](http://www.verizon.com)

Bright House Networks (Florida/Tampa Bay): [www.mybriighthouse.com](http://www.mybriighthouse.com)

For more information, just go to [www.dw-world.de/tv-usa](http://www.dw-world.de/tv-usa) or contact Deutsche Welle via telephone at 1-800-676-1591 or via e-mail at [dwquestions@me.com](mailto:dwquestions@me.com)



## EDITORIAL

# Innovative Engineering for Clean Energy Solutions

German engineering enjoys an outstanding reputation worldwide. It stands for top performance, durability and modern design. This level of quality is achieved by an unparalleled attention to detail combined with excellent craftsmanship. German engineers have continuously redefined ingenuity over the last 100 years. But in order to maintain this competitive edge in the future, we must address today's challenges.

Our ambitious energy concept is one key area that channels Germany's engineering excellence. Renewable energy sources already provide 20 percent of Germany's electricity, but we still face several challenges if we are to meet our goal of reducing greenhouse gas emissions by 40 percent by 2020 and 80 percent by 2050 while expanding the green economy. And with the decision to abandon nuclear energy, Germany has doubled down on its commitment to a clean energy future and confirmed the magnitude of our ongoing energy revolution.

Germany Trade & Invest, the foreign trade and inward investment agency of the Federal Republic of Germany, assists companies from all over the world looking to expand their business activities to Germany and informs companies based in Germany of market opportunities worldwide. Germany's thriving renewable energy industry is shaping up to be as important as our classic industries like machinery or the auto industry. In recent years we have supported several international renewable energy companies to establish a presence in Germany, boosted by the stability of broad political consensus for renewable energy solutions. The numerous new projects we have in the pipeline show that enthusiasm for Germany's renewable industry remains strong.

The United States has also expressed a long-term commitment to clean energy solutions and energy independence. Wind energy is a field with enormous potential for cooperation. Just as the German offshore wind industry is entering a new phase, the U.S. is soon set to enter the game with Cape Wind in Massachusetts. Here we can already see the benefits of the German-American partnership, as Germany's engineering giant Siemens has been picked to supply the 130 offshore turbines for the project.

Germany Trade & Invest is proud to play its part in strengthening the longstanding German-American economic ties as we work together to engineer a better future.



**Dr. Jürgen Friedrich**  
Chief Executive  
Germany Trade & Invest (GTAI)

## TRANSATLANTIC TICKER

German American Company News 4

## COVER STORY

Producing Locally — Thinking Globally:  
A Closer Look at Hansgrohe North America  
& Its Prominent Role in the K+B Industry 6

## SPOTLIGHTS

Blue-Collar Jobs are History  
Companies and Policy Makers Discuss the  
Future of Vocational Education in the U.S. 10

Does Germany need a Gender Quota —  
is a Voluntary Code of Practice enough? 12

Growing for Good —  
German Auto Makers Pick Up Speed in Dixie 14

7th Germany California Solar Day 16

## GTAI INDUSTRY TALK

Mechanical Engineering in the U.S:  
Big Wheels keep on turning 18

## GERMAN ROOTS

Henry Timken 20

## STATE SPECIAL

Wisconsin — a Second Home to German Business 24

## WASHINGTON UPDATE

Patent Reform Enacted Into Law  
A Journey of a Thousand Miles Begins With One Step 28

## MEMBER PROFILES

U.S. Visa Service The American Dream  
The Easy Way to enter the U.S.A. 32

Herrenknecht — Building the Future Together 34

## EVENT CALENDAR

Events & Delegations: Nov/Dec 2011 38

## HOW WE SINK

AMERICA'S BEST!!! 41

# WELCOME New Members

Abro Industries, Inc.	www.abro.com
Alfra USA, LLC	www.alfra.us
Axor NYC Design Studio / Hansgrohe	www.hansgrohe-usa.com/axor
Baker Tilly Virchow Krause, LLP	www.bakertilly.com
BNA Wine Group LLC	www.bnawinegroup.com
Bruckner, Inc.	www.brucknerinc.com
Capgemini Consulting	www.de.capgemini.com
Carter Ledyard & Milburn LLP	www.clm.com
Dietz and Watson	www.dietzandwatson.com
Ehrmann USA, LLC	www.BavarianGoodness.com
Ekato Corporation	www.ekato.com
Enterprise Florida, Inc.	www.eflora.com
EVS Translations USA, Inc.	www.evs-translations.com
FrankfurtRhineMain Corp.	www.frm-united.com
Gaston J. Glock style LP	www.gastonglockstyle.com
GE Healthcare	www.gehealthcare.com
Gerard P. Devine, Esq.	
GP Joule USA, Inc.	www.gp-joule.com
Halstead Brooklyn, LLC	www.halstead.com/real-estate-agent/ingrid-johnson
IdeenGeneration, Inc.	www.ideengeneration.com
IHK Erfurt	www.erfurt.ihk.de
IHK Lippe zu Detmold	www.detmold.ihk.de
imk automotive, Inc.	www.imk-automotive.com
Incantato Tours	www.incantatotours.com
Jim Cox - Atlanta Classic Cars	www.atlantaclassiccars.com
Jingsong, P.C.	www.jingsongpc.com
Karl Otto Braun GmbH & Co KG	www.kob.de
King & Mayr GbR	www.king-mayr.com
Lockton Companies - Southeast Series	www.lockton.com/Location/Lockton-Atlanta-Georgia-USA
Lohoff-Gaida Consulting	www.lohoff-gaida.com
Makovsky + Company	www.makovsky.com
Neuschwansteiner Schlossbräu GmbH	www.neuschwansteiner.com
O'Neal, Inc.	www.onealinc.com
Philco International LLC	www.philco-international.com
Prudential Douglas Elliman Real Estate	www.elliman.com/khm
Q LTD	www.qld.com
Schubert Rechtsanwälte	www.schubert-law.com
Sedgwick LLP	www.sedgwicklaw.com
Spiegel & Utrera PA	www.amerilawyer.com
SPS & CAD Automation P.O.G. GmbH	www.sps-cad.com
Standard Office Systems	www.soscanhelp.com
Thorp Reed & Armstrong, LLP	www.thorpreed.com
U.S. CET Corporation	www.uscet.com
Underberg Sales Corporation	www.underberg.com
West Virginia Development Office	www.wvdo.org
Wolf & Company LLP	www.wolffinancialgroup.com
Mr. Mitchell Bussfeld	www.linkedin.com/pub/mitchell-bussfeld/9/11a/867
Mr. Michel Cooksey	www.effectiveedge.com
Mr. Adam Eason	www.trinity-partners.com
Mr. Allen Guillory	
Mr. Klaus Hahn	
Ms. Alexandra Hoellein	
Mr. Thomas C. Lock	
Ms. Melissa Lowe	
Mr. Richard McWhorter	www.mpifinancial.com
Mr. Daniel Moss	www.morganstanley.com/fa/themossgroup
Mr. Burkhard H. Nagel	
Ms. Molly Parker	
Mr. Robert Semsch	



German American  
Chambers of Commerce  
Deutsch-Amerikanische  
Handelskammern

## ThyssenKrupp buys US elevator-servicing firm

German steelmaker and engineering company ThyssenKrupp AG said it acquired an elevator-servicing company in the US as part of its strategy of expanding its non-steel business. The deal is the second elevators acquisition by ThyssenKrupp within three weeks, after buying Florida-based Elevator Sales & Service Inc. last month. Both acquisitions should help ThyssenKrupp improve its positioning in the US elevators and escalators market, by adding new customers to its servicing and maintenance operations.

• [www.marketwatch.com](http://www.marketwatch.com)

## Osram acquires software firm Encelium for LED lighting control

Osram AG of Munich, Germany - a subsidiary of Siemens AG and one of the world's two leading light manufacturers - has signed an agreement with Baltimore-based investment firm Townsend Ventures LLC to increase its stake in Encelium Technologies of Teaneck, NJ, from 15% to 100%. Encelium is a software technology development firm focused on lighting control and energy management systems for commercial and industrial buildings.

• [www.semiconductor-today.com](http://www.semiconductor-today.com)

## Germany's Lanxess acquires US-based Unitex

German chemical company Lanxess AG agreed to acquire US-based Unitex Chemical Corp, as it

will help strengthen its global phthalate-free plasticizer portfolio. Financial details weren't disclosed. The deal is the first acquisition of a manufacturing site in the US for Lanxess. • [www.marketwatch.com](http://www.marketwatch.com)

## So many US manufacturing jobs, so few skilled workers

US manufacturers are failing to fill thousands of vacant jobs, surprising when 14 million people are searching for work. Technology giant Siemens Corp., the US arm of Germany's Siemens AG, has over 3,000 jobs open all over the country. More than half require science, technology, engineering and math-related skills. Manufacturing is hurt by a dearth of skilled workers. • [www.reuters.com](http://www.reuters.com)

## Germany's offshore wind project may spur development in US waters

The U.S. needs its own version of Alpha Ventus, the first offshore wind project in Germany, to push the industry on this side of the Atlantic, wind developers and officials said. There are almost a dozen wind farms planned for U.S. waters and none have begun construction. One, Cape Wind in Massachusetts, has been in the works for a decade and it's still not clear when the first turbines may be installed. • [www.businessweek.com](http://www.businessweek.com)

## PepsiCo nears US yogurt deal

US drinks and snacks giant PepsiCo Inc. is preparing to take a big step forward in its drive to become a global dairy power-

house and boost growth in its largest market. The maker of Lay's potato chips and Pepsi-Cola is closing in on a joint venture with German dairy company Theo Müller Group that would give it a foothold in the fast-growing US yogurt market. NY-based PepsiCo and Müller plan to launch a new yogurt brand in the US. • [www.wsj.com](http://www.wsj.com)

### Suntech sees stronger US solar growth

Solar companies have been betting that the US could become the world's largest market in the next few years, replacing Germany in the top spot as Berlin trims subsidies there. That increase in US installations would more than double the 878 megawatts of solar built in 2010. Suntech issued a statement saying that with Canada, North America's market could reach 2.2 or 2.3 GW in 2011. The United States was the fourth largest market for solar in 2010. • [www.reuters.com](http://www.reuters.com)

### Facebook wants to join Bitkom in Germany

Facebook wants to join Bitkom, considered Germany's top IT association, even though Germany and the rest of Europe have numerous concerns about the US-based company and other social media giants. Facebook announced that the company spoke with representatives of the German Association for Information Technology, Telecommunications and New Media – also known as Bitkom. In a statement, Facebook said it will work to improve regulation and self-regulation. • [www.tmcnet.com](http://www.tmcnet.com)

### SolarWorld brings action in the US against cheap imports from China

The US subsidiary of the German SolarWorld Group, SolarWorld Industries America Inc., supported by a group of additional US manufacturers of solar power technology, started a petition before the government in Wash-

ington, DC, against the growing flood of cheap imports from China. In doing so, they are challenging the state-subsidized Chinese solar industry that for some time has been inundating the U.S. market with solar cells and panels at dumped prices to systematically secure a higher market share. • [www.callcenterinfo.tmcnet.com](http://www.callcenterinfo.tmcnet.com)

### Mauer USA expands again in Kentucky

Upticks in the cosmetics and personal-care industries are prompting Mauer USA to expand its North American caps and closures plant's footprint by a third. The proposed addition, the first since Mauer opened the 40,000-square-foot facility in 2007, would add more manufacturing and warehouse capacity for the injection molder, the US subsidiary of Karlsruhe, Germany-based Kutterer Mauer AG. • [www.plasticsnews.com](http://www.plasticsnews.com)

### Daimler to produce additional model at the Tuscaloosa plant

Daimler will further expand its US plant in Tuscaloosa, Alabama: as of 2015, an entirely new Mercedes-Benz model will roll off the production line as its fifth product. For the production of the new model, Daimler will additionally invest US\$350 million, and will create some 400 further jobs at the plant.

• [www.4-traders.com](http://www.4-traders.com) **GAT**



Exclusive cartoon for German American Trade by Heiko Sakurai [www.sakurai-cartoons.de](http://www.sakurai-cartoons.de)



Follow the Ticker on Twitter  
[www.twitter.com/GACCNNewYork](http://www.twitter.com/GACCNNewYork)



Subscribe to the Transatlantic Ticker via RSS Feed  
[www.gaccny.com/en/news/transatlantic-ticker/](http://www.gaccny.com/en/news/transatlantic-ticker/)



# Hansgrohe North America: Producing Locally - Thinking Globally

## *A Closer Look at Hansgrohe North America & Its Prominent Role in the K+B Industry*

It is no coincidence that Hansgrohe and Axor offerings can be found in prominent and prestigious locations worldwide such as the Aqua Building in Chicago, Terminal 5 in London's Heathrow Airport, Las Vegas' City Center, Jean-Marie Massaud's Chivas Stadium in Mexico, and the Masdar City Institute of Science and Technology in Abu Dhabi, among others.

Hansgrohe's North American manufacturing facility, based in Alpharetta, Georgia, contributes greatly to its worldwide success.

The company sees it as a key market and is investing in domestic manufacturing and its dedicated U.S. workforce. In fact, 2011 has been a banner year. Hansgrohe N.A. recently announced that it is expanding export distribution of its American-assembled, German-engineered products. Simultaneously, its designer brand Axor opened its first North American Design Studio, Axor NYC, in the heart of the Meatpacking District.

### **Hansgrohe North America Expands Export Distribution**

Hansgrohe North America is producing locally and thinking globally. So far, India, Turkey, South Africa, China and Mexico are benefiting from the North American specialized product assortment. Far from just a strategic business decision, it is an opportunity for Hansgrohe to supply these countries with efficient products



*Hansgrohe's North American  
headquarters based in Alpharetta, GA*



*Russ Wheeler, President of  
Hansgrohe North America*

that conserve one of the world's most valuable resources, water. To account for this worldwide activity, the factory is planning to increase its annual output.

Russ Wheeler: "At our U.S. headquarters and manufacturing facility, we are proud to offer products that combine our renowned German engineering with American assembly. With that in mind we are focusing more on exporting and recognize countries such as India and China as important markets for our continued growth. By increasing production, we can offer products previously exclusive to North America to a larger customer base, and create additional U.S. jobs." Wheeler, who is scheduled to be one of the panelists of this year's German American Business Outlook at the New York Stock Exchange on December 5th, adds "There is an immense pride in supporting and growing our U.S. workforce in this economy. This is our 'Hansgrohe DNA'. We do not outsource our competitive 'know-how.' We use innovation, efficient production technology and our great workforce to remain competitive in all markets.

# hansgrohe

In June 1901, when Hans Grohe founded a metal goods company in the Black Forest village of Schiltach, Germany, he could hardly have imagined that the three-man enterprise would grow to become one of the world's leading manufacturers of kitchen and bath fittings. Now, over 110 years later, Hansgrohe has developed into an internationally renowned kitchen and bath manufacturer known as a leader in shower technology and gaining market share in the faucet category. Thanks to its global reach, the company serves customers in over 130 countries through 40 subsidiaries and branches. Standing proudly

among peers in the world of highly successful European family enterprises, the company retains an ongoing commitment to excellence. A winner of numerous awards throughout the world, Hansgrohe is regarded as one of the leading innovators in technology and design, with inventions such as the adjustable wallbar, multiple-spray handshowers and showerheads, the QuickClean™ function, AIR-injection and water-saving EcoRight™ technology. These and other original products have helped reinvent the modern bathroom as a more functional, more comfortable and more beautiful living space.

If Hansgrohe North America can be competitive with our products in China and India we can certainly be competitive at many price points in the North American market."

Hansgrohe's international production strategy is to manufacture on the continents where it does business and then export product offerings that are unique to the market. This is a very successful and scalable model for leveraging U.S. and other Hansgrohe manufacturing sites in Europe and around the world.

While Hansgrohe in Germany also serves these countries, the U.S. facility has been able >>



*Hansgrohe's game-changing iBox®  
Universal Plus valve which is  
assembled at the company's  
Alpharetta headquarters*





*An Alpharetta employee carefully assembles one of the company's popular showerheads*

to deftly complement their efforts. For example, Hansgrohe's U.S. operation can adapt models previously only offered in North America to fit the standards and configurations of various regions overseas. U.S. plumbing codes have stressed water-efficiency since the EPA Act of 1992 and are becoming even more stringent through local ordinances and voluntary water-saving green programs like EPA WaterSense® and USGBC LEED programs. Hansgrohe has been at the forefront of these water-efficiency initiatives and has several specialized products that meet these strict water-saving requirements. Because a mature water-usage framework has not been developed in many emerging markets, Hansgrohe N.A.'s flow-optimized products are well suited for those markets that have been facing water shortages for years.

### More than Manufacturing... Aquademie Offers Educational & Training Sessions

Alpharetta is also home to the Hansgrohe Aquademie. Recently revamped, the state-of-the-art training facility is a valuable resource for local and national industry partners and customers. The Aquademie boasts 30 working shower systems in its renowned "Showerworld". The remodeled space is also outfitted with a fully functional kitchen and a second-floor training and meeting space that can be booked for free by designers, consultants and local professional design associations. In addition, Hansgrohe's accredited speakers offer a robust CEU training and education schedule,

both at the Aquademie and at showrooms across the country. These sessions address trending topics, raise awareness about design in the bathroom and help Hansgrohe bring added value to the industry.

### Axor NYC Design Studio Open for Business

Hansgrohe's designer brand Axor, led by family member Philippe Grohe, collaborates with industry icons including Philippe Starck, Patricia Urquiola, Antonio Citterio and Jean-Marie Massaud to produce exceptional bathroom solutions. To bring its products and services to an even broader audience, Hansgrohe/Axor recently opened its first ever North American Design Studio, Axor NYC (located at 29 9th Avenue.) The layout of the 3,000 square foot space communicates each Axor designer's vision. It showcases the entire Axor line of products for the United States as well as individual vignettes of the Axor Starck

C  
O  
N  
T  
A  
C  
T  
I  
N  
F  
O

**Hansgrohe, Inc.**  
1490 Bluegrass Lakes Parkway  
Alpharetta, GA 30004  
USA

Phone: 1-800-334-0455  
Email: [info@hansgrohe-usa.com](mailto:info@hansgrohe-usa.com)



[www.hansgrohe-usa.com](http://www.hansgrohe-usa.com)





*Siegfried Gaensslen,  
CEO of Hansgrohe AG*

ShowerCollection, Axor Urquiola, and Axor Citterio collections. In addition, the state-of-the-art studio will also be utilized to host a wide range of events including educational seminars, interactive demonstrations and designer discussions. Every detail was addressed to ensure that visitors have the ultimate “Axor experience”, from a fully functional

kitchen to a chic, yet comfortable conference/work area for specification reviews with the Axor Design Studio Manager.

The grand opening party, held on September 14th, attracted over 1,200 guests. The space has been buzzing with customers ever since. Hansgrohe CEO Siegfried Gaensslen, who flew in from Germany to attend the event stated, “Volatility is the new normal; for the economy today and for the foreseeable future. However, Hansgrohe continues to invest in the U.S. at our manufacturing facility in Alpharetta, Georgia. We are creating jobs and see North America as a market full of opportunities, which is why it made perfect sense to continue our investment strategy in NYC. Axor NYC is located in the thriving area of the Meatpacking

District, which attracts many architects and designers thus allowing us to specify projects both domestically and internationally. Hansgrohe has always been committed to building a global presence and we are very pleased to have our first North American Axor Design Studio in New York and our U.S. headquarters in Georgia.” **GAT**



**German American  
Business Outlook**

**SAVE THE DATE**

**Meet Russ Wheeler In Person!**

German American Business Outlook  
Dec 5, 2011

New York Stock Exchange

Register at [www.gaccny.com/events](http://www.gaccny.com/events)

PHOTO CREDIT: OLEG MARCH



*Axor, the designer brand of Hansgrohe, just opened its first North American Design Studio, Axor NYC. The Axor Urquiola collection vignette takes center stage here.*

# Blue-Collar Jobs are History

## *Companies and Policy Makers Discuss the Future of Vocational Education in the U.S.*

*By Bettina Wurster and Daniela Berger Huza,  
Office of The Representative of German Industry and Trade (RGIT), Washington, D.C.*

The classic blue-collar job is history. That is the conclusion German company representatives came to during RGIT's conference on "Skilled Labor: Conditions for Investments, Manufacturing, and Economic Growth in the U.S." on October 3 in Washington, DC. The manufacturing sector in the United States urgently needs highly qualified skilled workers

like mechatronics technicians who can handle complex technical equipment, understand the cohesion of a production line and can solve problems independently. The company representatives of Siemens, Volkswagen Group of America, Festo USA und Karl Storz Endoscopy agreed that practice-oriented training programs, mostly taught at community colleges, deserve a

better image and therefore demanded better support from the government for vocational education programs. High on the companies' wish list of improvements are training programs that are comparable among different schools and degrees that are accepted nationwide. Due to a shortage of a skilled workforce, Volkswagen has been forced to train American workers in Germany for several months. Other companies are collaborating with community colleges to design education programs to fit their specific needs. Martin Wansleben, CEO of the Association of German Chambers of Industry and Commerce (DIHK), addressed the successful public-private partnership of vocational education and training in Germany: the close cooperation between public administration, companies and trade unions not only guarantees lower youth unemployment, but also the sustainable economic success of Germany. He believes that education plays the key role in the development of our future.



*Company representatives: Walter Huber (Siemens AG),  
Bill Sicari (Festo USA), Peter Laser (Karl Storz Endoscopy),  
Gerhard Kiewel (Volkswagen Group of America) and Dr. Benno Bunse (GACC NY)*

## The Role of the Public Sector

Virginia Foxx (R-NC), Chairwoman of the U.S. House Subcommittee on Higher Education and Workforce Training, and Gerri Fiala, Deputy Assistant Secretary in the Department of Labor, provided the perspective of the public sector in the U.S. Foxx, who formerly served as President at Maryland Community College, mentioned that the current programs focused too much on bringing unemployed people back to work. In her opinion, the administration should rather concentrate on the education of young people and review its current funding policy for education. The community colleges therefore deserved more utilization and appreciation. Fiala underscored the huge interest America has in

Practice-oriented training programs deserve a better image and therefore better support from the government.

the German vocational education system. She mentioned the current efforts of the administration to improve education, such as the Workforce Investment Act and several funding programs. Fiala praised the community colleges as one-stop career centers that deserve more support.

Despite having different understandings of the role of the public sector in education policy as a whole, Foxx and Fiala agreed that skilled labor is the key factor for economic competitiveness and future prosperity in the U.S.



*Signing of the resolution on the German-American Workforce Exchange: Thomas Zielke (RGIT), Martin Wansleben (DIHK), Tony Zeiss (Central Piedmont Community College), Congresswoman Virginia Foxx, Hans-Peter Mengele (Karlsruhe Chamber of Commerce)*



*Martin Wansleben, CEO of the Association of German Chambers of Industry and Commerce (DIHK), referred to the successful public-private partnership in vocational training*

## Launch of German-American Workforce Exchange Program

DIHK and RGIT, together with the Chamber of Industry and Commerce Karlsruhe, Germany, and the Central Piedmont Community College in North Carolina launched a German-American exchange program for skilled workers. It will train employees from both sides of the Atlantic in the work and cultural environments of Germany and the United States and will provide the basis for further collaboration between companies in Germany and the United States. Congresswoman Virginia Foxx, (R-North Carolina), co-signed the resolution as a witness. **GAT**



# Q. Does Germany need a Gender Quota — is a Voluntary Code of Practice enough?

By Nicola Michels & Ning Wang, GACC New York

*Statistics show that female executives in Germany's top companies are a rarity. The number of women in senior management positions is comparably low in Germany's leading companies.*

*Instead of introducing a mandatory quota, 30 DAX blue-chip corporations recently unveiled a voluntary code of practice that would reserve 35% of senior management jobs for women by 2020.*



**Harriet P. Higgins,**  
Financial Advisor  
Ameriprise Financial Services  
[harriet.p.higgins@ampf.com](mailto:harriet.p.higgins@ampf.com)

**A:** “As the first US female elected to the Board of Directors of the German American Chamber of Commerce, Inc. in 2006, I feel that organizations can benefit from the diversity of ideas and knowledge contributed by people who don’t necessarily fit the conventional board member criteria. While many exceed my experience in US-German busi-

ness relations, I bring expertise in financial planning and inter-generational wealth transfer to the table, both of which have practical applications as a board member. My contributions, along with those of my fellow members, make us a well-rounded and effective organization.

The DAX-30 plan to voluntarily increase the proportion of women in senior management positions may be a step in the right direction in leveling the gender playing field, but without a quota system, will gender equality ever happen? I hope it will. I also hope it will spur organizations to take a closer and more holistic approach to considering the qualifications of candidates. The leaders of the GACC NY had the sense to look beyond the normal criteria, and as a result we have a more successful organization. Perhaps the leaders of the DAX-30 will follow their example.”



**Sandra Navidi,**  
Founder & CEO  
BeyondGlobal LLC  
[sandra.navidi@beyond-global.com](mailto:sandra.navidi@beyond-global.com)

**A:** “The current financial and economic crisis calls for the reevaluation of women’s role in the workforce. Despite possessing qualifications and commitment equal to those of men, they have been vastly underrepresented, particularly in leadership positions.

Demographics, growth challenges and global competitiveness demand the utilization of all human capital, yet a large percentage of the talent pool remains unused. Since talent is replacing capital as the key for growth, this inefficiency should be addressed by fully integrating women in the labor market.

Gender bias should be overcome

through information, education, training. Companies should be incentivized and recognized for their advancement of women. Sponsorships and networks for women must be expanded and family support functions such as childcare must be improved.

China is an example of gender inclusiveness. It strategically promotes and harvests human capital of women to optimize growth. The goal should be to create a paradigm shift of how companies view and use women's potential to increase productivity. Society and policies should support this spirit of inclusion to foster growth and create greater prosperity that benefits all."



**Teri A. Simmons,**  
Director, International/  
Arnall Golden Gregory LLP  
[teri.simmons@agg.com](mailto:teri.simmons@agg.com)

**A:** "There is no doubt that German business would profit from an increase in the number of women in board and leadership positions. However, I do not believe that the introduction of a

#### FACTS

France, Norway & Spain require 40% female board members by law.

In Germany, fewer than 4% women currently serve on 30 DAX executive boards.

mandatory quota system for the appointment of female leaders is the best way to achieve this goal. If German companies were required to hire a certain number of woman for leadership positions as a matter of law, as opposed to the best candidate for the position, a stigma could attach to all women. Both internal corporate professionals and outside professionals could query whether female professionals

represented the most qualified for the position, or a quota fulfillment. Rather than focusing on solving diversity issues in German companies through mandated quotas, I believe that German lawmakers should strengthen the laws of discrimination to ensure that the most qualified candidates are hired and promoted, and that women and men are paid equally for work performed. They should provide incentives to corporations who provide childcare benefits to ensure that qualified women who have families and work outside the home have childcare support. Further, corporate customers should make it clear that purchasing decisions are influenced by a company's commitment to diversity." **GAT**

ADVERTISEMENT



### German American Business Outlook Annual Survey among German Firms in the U.S.

Join the German American Chambers of Commerce (GACCs),  
the Representative of German Industry and Trade (RGIT)  
and Roland Berger Strategy Consultants for a

**Reception on the Trading Floor of the  
New York Stock Exchange on December 5, 2011.**



**NYSE Euronext**  
Powering the exchanging world...

Register at: [www.gaccny.com/events](http://www.gaccny.com/events)



Supported by: **SIEMENS**

# Growing for Good

## *German Automakers pick up Speed in Dixie*

*By Frank A. Linden and Clemens Schmitz-Justen*

**T**uscaloosa, AL, Spartanburg, SC, Chattanooga, TN: The “Boost Corridor” in the southeastern US has quietly developed into one of the international auto industry’s key regions – especially for the German luxury car makers and their suppliers, this new “German Triangle” is well on its way to becoming a strategic hub in their global engineering and production networks.

Shanghai is the place to celebrate when it comes to record sales and production peaks in

the car industry: Over the past decade, the Chinese developed “Auto Shanghai” into a festival of superlatives in the automotive world – a role traditionally reserved for Detroit and its annual kick-off event of the industry in January.

At first glance, the two cities and their show venues could well pass as respective icons for the state of

their industries:

In the East, Shanghai’s gleaming, futuristic Hypodrome, in the West, America’s formerly vibrant but now down-on-its-luck “Motown” with its overage Cobo Hall.

As obvious as this comparison may seem at first glance – it is but a catchy distortion! Around ten million vehicles are sold annually in both countries. However, there is a critical difference in the buying power. China, with its annual per capita income of less than \$7,000, ranks 100th in the world. The US, with its almost

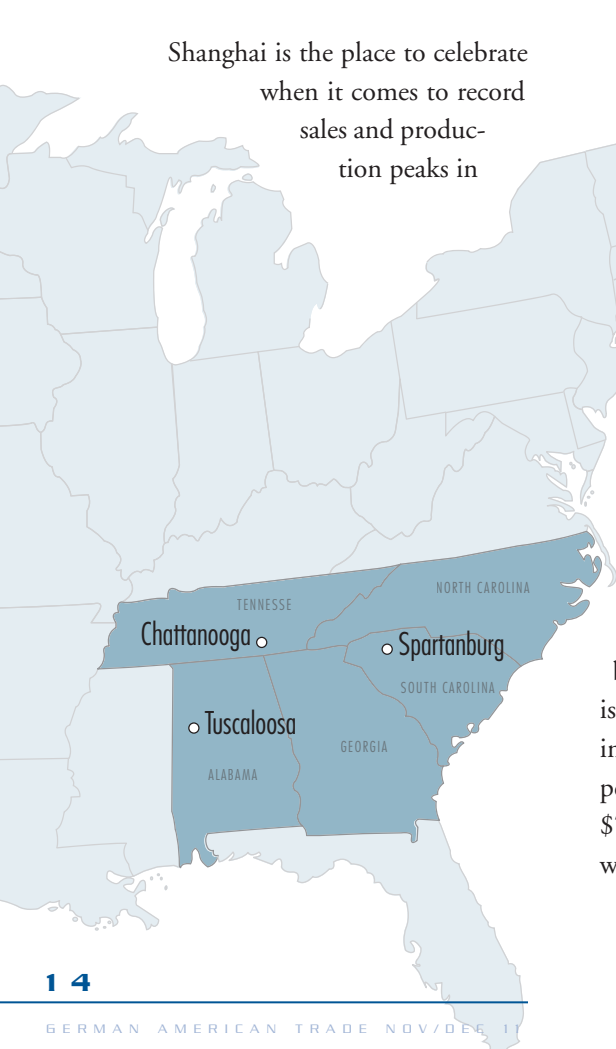
\$47,000 per capita, ranks sixth. It is this difference that drives the strategies of BMW, Daimler and Volkswagen-Audi.

Without much hype, yet following a determined step-by-step approach, the German automakers have been building and growing their presence in the Southeast.

Daimler, for example, is in the process of taking its C-Class to Tuscaloosa, AL – production for the American market will start at the Alabama plant in 2014. BMW has added the top-selling X3 and X6 models to its Spartanburg, SC plant. Last but not least, Volkswagen has just completed its most up-to-date plant in Chattanooga, TN.

In just a few years, German car manufacturers will expand their capacity in the southeastern United States to roughly a million vehicles. Volkswagen alone is planning on annual sales of 800,000 vehicles by the year 2018.

Against this background, suppliers are being challenged at an extremely rapid pace to face fun-





damental changes in their strategic equations at the beginning of this decade. In the past, production volumes of non-American OEMs that were relatively small rarely justified establishing full-fledged plants including engineering capacities for a foreign supplier. However, with the enormous boost in production, it is a whole new game with new rules and expectations.

Today, the US plants of BMW, Daimler and VW quickly develop local engineering, production and sourcing capacities that will play a key role in their globalization strategies in the years to come. Suppliers who want to stay in business with these players will have to rethink their localization strategies. Without top-notch sites in the US, they risk losing business; not just abroad, but also on their home turf in Germany.

The opportunity to minimize currency exchange risks in light of the dramatically increased production volumes is just the most obvious reason for expanding their presence and depth of manufacturing in the US. More importantly, suppliers need to be part of the value chain in the American, Asian and European triad, if they want to stay in business. Being good in Germany no longer guarantees survival.

Unlike almost any other American region, the rising automotive states have produced a second generation of a well-trained workforce. Colleges and universities have adjusted to the new demands and are turning out highly qualified engineers and specialists.

Possibly the most important productivity factor of the South is the experience that American managers have gained over the last two decades, working with foreign parent companies.

Consequently, the new sites in the Southeast are graduating



ABOUT THE AUTHORS

Frank A. Linden and Clemens Schmitz-Justen are managing partners of EASC-Group, a strategic and executive consulting firm with offices in the US and Germany. Schmitz-Justen was President of BMW Manufacturing, LLC in Spartanburg, SC from 2004 to 2007.

from being assembly plants to becoming fully integrated engineering hubs in the global strategy of BMW, Daimler and Volkswagen-Audi.

This “New German Triangle” - comprised of the Carolinas, Tennessee, Georgia and Alabama – once a tranquil region, is progressing at almost the same pace as China to become one of the automotive industry’s pre-eminent strategic regions. Never before has entering this market been more attractive. And never before has the risk been greater for German suppliers to end up on the sidelines of their home turf due to a lack of presence here. **GAT**

# 7th Germany California Solar Day



*Keynote Speaker Woodrow Clark II (center) with Moderator Boris von Bormann (r) and GACC's Managing Director Rene van den Hoevel (l)*

## *German Solar Companies Explore Business Opportunities in Southern California*

"America needs to learn from Germany and other nations about the Green Industrial Revolution that has already started there and in parts of Asia," was one of the messages of Woodrow Clark II, MA<sup>3</sup>, PhD, co-recipient of the 2007 Nobel Peace Prize with Al Gore and Managing Director at Clark Strategic Partners, in his keynote at the 7th Germany California Solar Day. The one-day symposium focused on recent developments in the solar industry in Germany and California and took place in cooperation with the Institute of the Environment and Sustainability of the University of California in Los Angeles on Tuesday, September 27th, 2011. This year marked the seventh installment of this successful bilateral platform for U.S. and German experts to exchange the latest knowledge, thoughts and trends in the solar industry with the goal of fostering successful German-American business partnerships.

Highlights of the day included two panel discussions: one on "Balance of Systems & Permitting – latest Achievements, Challenges & Opportunities" and a second on "Utility-Scale Solar Projects – Experiences, Best Practices, Emerging Business Models and Outlook". Here, the panelists agreed that the trend is towards larger projects and that utility-scale solar projects are currently driving the market. Due to a decline in the cost of PV modules over the last few years, the utility-scale solar market has recently shifted from concentrating solar power (CSP) to photovoltaic (PV). As it takes several years to get a project from inception to construction, especially in California, panelists expect the utility-scale market to take off in the next five years.

A hurdle in California, when compared to Germany, is the transmission and interconnection issue: "It is true that



*7th Germany California Solar Day*

transmission and interconnections are an issue in California. Part of it is because, as renewable developers, we are being asked to carry the burden of upgrading a network in California that is sub-standard. This is not comparable to Germany, where the grid has a lot of spare capacity. The grid in California is basically maxed

“Panelists expect the utility-scale market to take off in the next five years.”

out right now,” says Tom Buttgenbach, co-founder and President, “it makes a lot of sense to find the right partners and build big.”

Finding partners and exploring business opportunities is exactly why the German companies decided to come to California. In the afternoon of the 7th Germany California Solar Day, the German companies, including GP Joule GmbH, hb solar International GmbH, Orange Solar GmbH, Lahmeyer International GmbH, ADLER Solar Services GmbH, LCS Solarstrom AG, and Loser Chemie GmbH, had a chance to present their

products and services to the 150 attendees in Los Angeles. They also participated in B2B meetings, which, along with the networking reception, provided a great opportunity to meet potential partners for transatlantic business opportunities.

The 7th Germany California Solar Day is part of the Export Initiative “Renewables – Made in Germany” supported by the Federal Ministry of Economics and Technology based on a decision by the German parliament and was organized by the German American Chamber of Commerce Inc., Office for the Western U.S. To learn more

about the renewables sector in Germany, visit [www.renewables-made-in-germany.com](http://www.renewables-made-in-germany.com). **GAT**

CONTACT INFO

For solar market entry opportunities contact the GACC of the Western US:

Mirko Wutzler  
(mwutzler@gaccny.com,  
+1 (415) 248 1243)



[www.gaccsanfrancisco.com](http://www.gaccsanfrancisco.com)





# Mechanical Engineering in the

## *Big wheels keep on turning*

By Ullrich Umann (Germany Trade and Invest)

### Market development and needs

Despite bad news about budget deficits, high unemployment and the crisis in the construction sector, wheels are turning again in the manufacturing industry. Foreign direct investments for the sector alone totaled US\$ 78 billion in 2010; sales for durable manufactured goods increased by 9.9% in the same time frame. This upward trend is likely to continue in 2011; a growth of 8% for gross fixed capital formation is predicted by the end of December. For the first time and after the worst recession in 60 years, the market for goods in the mechanical and plant engineering sector shows noticeable signs of improvement.

The latest production figures from the machine tools sector confirm this outlook: the sold production from US manufacturers in this sector reached a monthly value of US\$ 396.92 million in April 2011. Although this shows that the sales volume decreased by 21% compared to

the previous month, sales increased compared to April 2010 by 74.9%. The cumulative total value of machine tools sales totaled approximately US\$ 1.6 billion in April 2011. In view of a comparable time frame of the previous year, this represents an increase of more than 5%.

In a regularly conducted survey among their members, the two important trade associations *The Association For Manufacturing Technology (AMT)* as well as *The American Machine Tool Distributors' Association (AMTDA)* both came to the conclusion, that the

economic activity in the machine tools sector did improve, however, accompanied by a somewhat volatile development as well as temporary outliers.

Douglas K. Woods, President of AMT, was quoted in an association statement in view of the results: "It is encouraging to see that current orders have more than doubled in the course of the year, despite a high crude oil price, unrest in the Middle East and the natural disaster that occurred in Japan. And despite figures showing a slight decrease in April compared to March, the ordering activity is slowly returning to a pre-crisis level. This presents a positive long-term indicator for our industry sector."

Besides the automotive industry, important buyers for machines and plants in 2011 are from the sectors of metal working and mechanical engineering, the aerospace industry, manufacturers of transportation means (rail, sea and road), the oil and natural gas industry, the metal ore mining sector, the printing industry, the

**“For the first time and after the worst recession in 60 years, the market for goods in the mechanical and plant engineering sector shows noticeable signs of improvement.”**

furniture industry as well as manufacturers of small household appliances. Further impulses, albeit weaker, will be delivered by the woodworking industry, the steel and iron ore manufacture, the coal mining sector, the electrical industry as well as the food, beverage and luxury food industry.

The markets regarding machines and plants for the waste management and recycling sector recovered in 2010. Noticeably more projects are in the pipeline for the following areas: energy generation from waste incineration, landfilling and recycling of materials. This also includes plants that compost organic components, as well as the expansion of landfills. Among others, the driving force behind this development is the EPA, working to tighten environmental regulations. The US Department of Energy on the other hand supports the use of waste to generate energy.

### Status of the Mechanical Engineering Sector

Approximately 20,000 companies of varying size fall into the US mechanical and plant engineering sector. Among these companies are worldwide operating groups such as Caterpillar, John Deere and General Electric. Some of the most important products are machines for the following industry sectors: farming, construction, goods, beverage, packaging, mining, as well as machine tools

and other products related to mechanical engineering such as engines, generators, pumps and valves.

The development in the general mechanical engineering sector in the US can be deduced from the value of sold durable industrial goods. According to this, sales picked up and grew in value by 11.8% on the basis of comparable figures from the previous year and time frame. In part, the increase in value can be explained by an increase in demand; another part results from a cost increase regarding base materials and energy providers, which was passed on to the customers. For example, the price for steels from US production increased by 10.1% on an annual basis in May 2011. This serves as a sure sign that machines and plants will become more expensive after a partial price deterioration during the recession.

In 2011, the mechanical engineering sector became the focal point of the US administration. Among others, by means of an active industrial policy, the goal is to create more jobs and to decrease the foreign trade deficit. It was in this context



## GTAI INDUSTRY TALK

A new series with detailed industry reports, written by the U.S.-correspondents of Germany Trade and Invest (GTAI), the official German foreign trade and inward investment agency.

that President Obama launched the program *Advanced Manufacturing Partnership* in Pittsburgh on June 24, 2011. To create this program, already existing programs are to be bundled to form a new initiative worth US\$ 500 million – despite current budget constraints.

According to the President's plan, this budget will be used to cushion the entrepreneurial risk and bridge the gap between an already largely expanded research landscape on the one hand and the industry, to include mechanical engineering, on the other hand. Aiming at a speedier transfer of new technologies from research into production, the innovative power of the US industry would be strengthened – and that's the basic concept. This concept could very well come to fruition. **GTAI**

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



ABOUT THE AUTHOR

**Ullrich Umann**  
GTAI Correspondent  
**Phone: 212-584-9717**  
**Fax: 212-974-8867**  
**E-mail: ullrich.umann@gtai.de**

By Christina Lubinski


[www.ghi-dc.org/entrepreneurship](http://www.ghi-dc.org/entrepreneurship)
IMMIGRANT ENTREPRENEURSHIP  
IN THE 19TH & 20TH CENTURY
**GERMAN**  
*roots*

# Henry Timken


*Henry Timken*

 PHOTO © BY THE TIMKEN COMPANY,  
 USED WITH PERMISSION, 2011

Nineteenth-century carriage maker Henry Timken devoted much of his professional career to developing products to overcome one of the basic forces of nature, mechanical friction. Through trial and error, Timken created the tapered roller bearing, an invention that secured him an international reputation in the field of anti-friction bearing design. Timken went on to found a company to manufacture roller bearings that grew into a large, multinational corporation. The Timken Company, formerly Timken Roller Bearing Axle Company, remains one of the most successful global family businesses in the United States.

Timken and his family emigrated from northern Germany to the United States in 1838. They boarded a ship in Bremerhaven, sailed to New Orleans, and then continued their journey up the Mississippi River by steamboat to

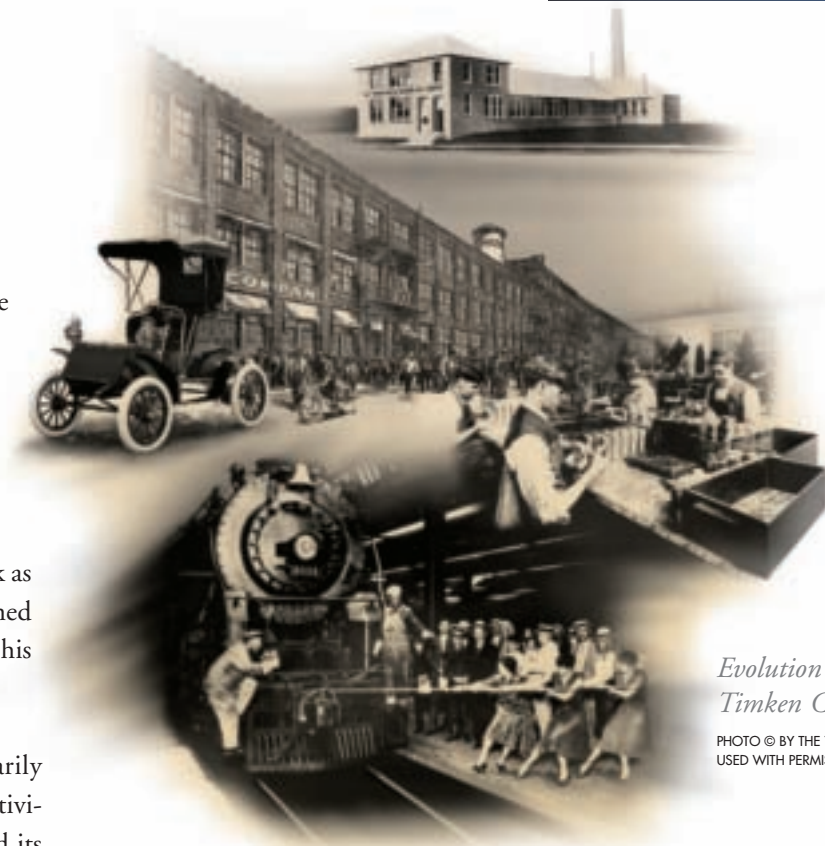
their final destination of St. Louis, Missouri. Henry was seven years old when he first set foot on American soil in March of 1839. The family eventually settled among fellow German immigrants near Sedalia, Missouri, a farming community about 180 miles west of St. Louis. Henry left the family farm at 16 to work as an apprentice for Caspar Schurmeier, a German carriage maker in St. Louis. Timken learned the carriage-making trade from Schurmeier and eventually became a journeyman carriage maker. He married in 1854 and the following year his father-in-law, German native John A. Heinzelman, helped him start his own carriage building business. In 1858, perhaps due to lack of success in St. Louis, Henry sold his business and moved to Belleville, Illinois, a city conveniently situated on the major roadway between St. Louis and Louisville, Kentucky. Together with his father-in-law, Henry opened a new carriage building and repair shop with the name "Timken & Heinzelman." Only two years later, however, Henry sold his shares in the carriage business in order to raise money



for a trip to Colorado, where he hoped to find gold. He left for the Pike's Peak goldfields with his brother-in-law, but returned to St. Louis empty-handed after only six months. Henry resumed work as a carriage builder and remained in that profession for most of his professional life.

The Civil War temporarily slowed Henry's business activities, but as the conflict neared its end, he expanded his workshop to include the most up-to-date equipment such as mechanized tools, sewing machines, and steam-powered hoists. Timken also began experimenting with new ways to improve his carriage designs. In 1873, he patented a carriage cross spring that permitted a more comfortable ride over rough American roads. Timken advertised his new invention widely in specialty trade journals and popular general-interest magazines. His marketing blitz paid off because the U.S. Supreme Court eventually voided his spring patent, but not before he had secured widespread public awareness of the Timken brand.

During the 1890s, Timken began to experiment with roller bearings. Increased production of carriages in the postwar years and the growing popularity of the bicycle >>



*Evolution of the  
Timken Company*

PHOTO © BY THE TIMKEN COMPANY,  
USED WITH PERMISSION, 2011

ADVERTISEMENT

## EUROPEAN OFFICE SUPPLIES



Same day  
shipping

### We carry...

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

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

Call for our complete catalogue today.

**€ Empire Imports**

*your source for European Office Supplies  
since 1940*

GAT03

PO Box 2728 • Amherst MA • 01004

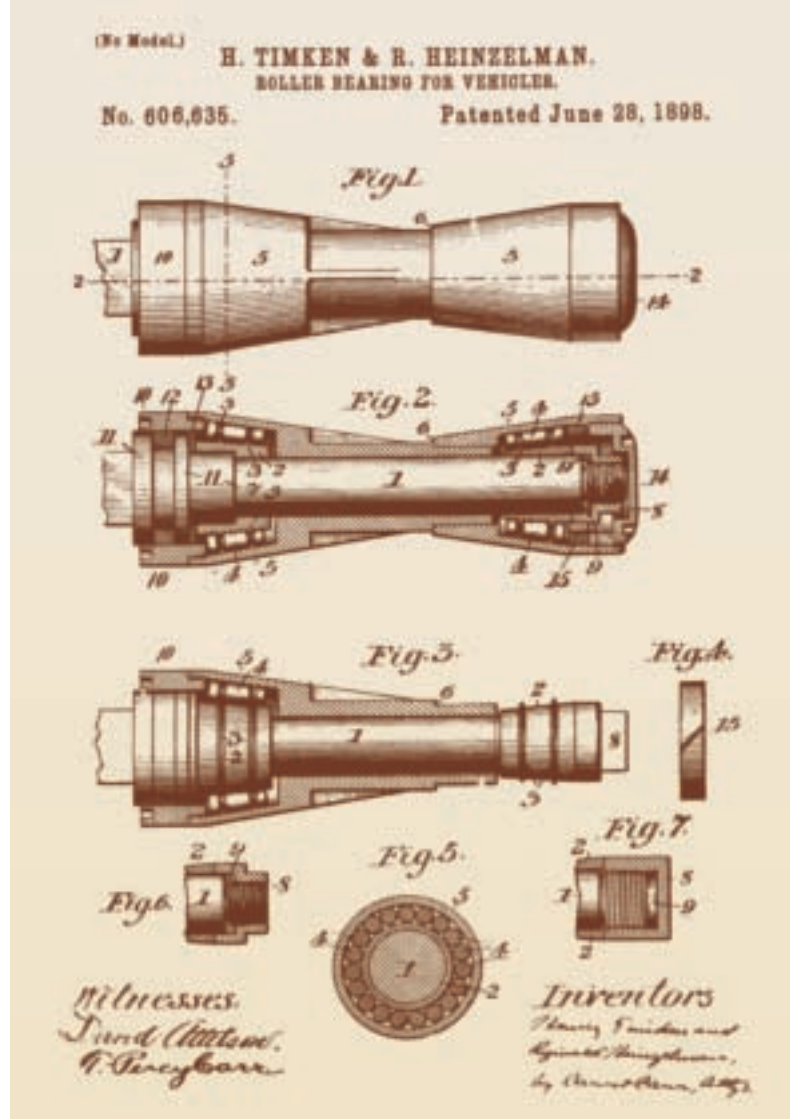
**CALL NOW! 800-544-4744**  
**www.empireimports.com**



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.

had begun to create considerable demand for anti-friction wheel bearings. In order to publicize his new invention, Timken and his nephew reportedly equipped a carriage with a set of handmade bearings and sent it out on the streets of St. Louis with a load so large that the driver was arrested for cruelty to the small mule pulling it. When one of Timken's sons showed off the superior bearings in court and proved that the carriage was not too heavy for the animal, the case was dismissed. In 1899, the Timken family incorporated the Timken Roller Bearing Axle Company and Henry Timken retired to pursue other interests. He remained president of the young company but left its management entirely in the hands of his two sons.

In 1909, Timken died after a brief illness at the age of 78. Following his death, his children continued to expand his company beyond its core roller bearing



*Timken Tapered Roller Bearing Patent Illustration*

PHOTO © BY THE TIMKEN COMPANY, USED WITH PERMISSION, 2011

product. In 1901, the company moved from St. Louis to Canton, Ohio, to be near steel and automotive manufacturing centers in Cleveland, Pittsburgh, and Detroit. The growing automobile industry used more anti-friction bearings than any other industry at the time. In 1922, over 90 percent of all automotive vehicles made in the United States and Canada used from four to 22 Timken® roller bearings per vehicle. Timken's company gradually diversified into other related steel products and expanded internationally over the course of the 20th century.

Henry Timken founded a successful and long-lasting family business in the United States. His inventions in the field of anti-friction bearings were indispensable to the development of the American automobile and technical equipment industry. Despite his decision to retreat from playing an active role in the management of the company shortly after its founding, Henry's ideas and patents inspired the development and expansion of the Timken Company into a world-wide leader in anti-friction products. **EAT**



# The No. 1 choice for smart travelers.

Enjoy our award-winning service.  
Nonstop to Germany and beyond.



**airberlin.com**  
Your Airline.



# Wisconsin

## *A Second Home to German Business*

by Eva Krause, GACC of the Midwest

Given Wisconsin's strong German heritage – 35% of the state's almost six million inhabitants report German ancestry – it is no surprise that German businesses feel right at home in the “Dairy State”. German-owned companies

considerable activity in wind and bioenergy, water technologies, dairy, food products and food processing, paper, printing, plastics, and tourism, as well as emerging clusters in information technology and medical devices.

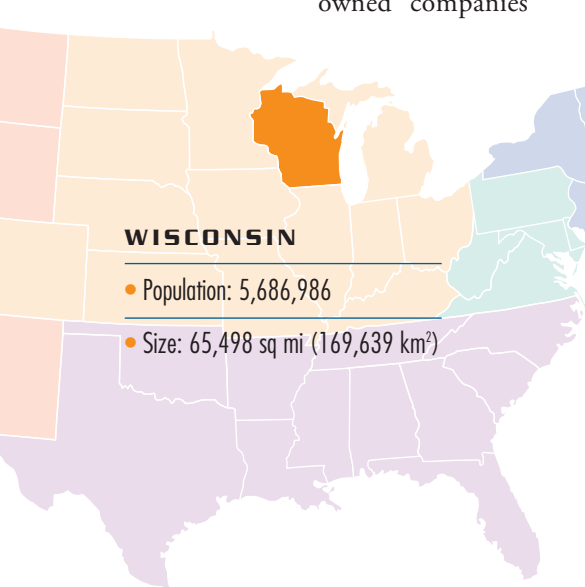
Businesses in all these industries profit from what is probably Wisconsin's biggest traditional strength, an excellent educational system that creates one of the best workforce pools in the country. This success starts early: Wisconsin has the second highest graduation rate in the country with 87.5 percent of public high school students receiving a diploma and the state's dropout rate is the third lowest in the nation. Its colleges and universities produce over 2,000 engineering undergraduates per year in the areas of bio-medical, electrical, mechanical, chemical, industrial, computer sciences, civil, nuclear, metallurgical and manufacturing systems engineering. On top



State Flag of Wisconsin

of that, Wisconsin's Technical College System annually graduates over 4,500 industrial and engineering technicians. Many campuses offer manufacturing improvement assessments, quality improvement assistance, and worker training that is customized to business requirements. While formal education is an important factor, Wisconsin's workforce is also known for an exceptional work ethic.

Similar to the development in Germany, the local economy profits from the unique combination of traditional and young industries, such as renewables or sustainability technologies. One example is the synergy between the traditional agricultural sector and the emerging bioenergy sector. With 78,000 farms across the state, Wisconsin has enormous potential to turn agricultural waste into homegrown, clean energy, while creating new jobs and rural development, and providing new income streams for farmers and the food processing sector.



create over 12,000 jobs in Wisconsin, which is home to a notably diversified manufacturing economy and, at the same time, one of the country's main agricultural producers. A closer look at the state's industrial landscape reveals many similarities to Germany. Today, Wisconsin sees

## RECENT EVENTS

The German-American business community in Wisconsin saw several big events in 2011

This trend is also supported by educational institutions that traditionally play a strong role for the state's economy. The University of Wisconsin in Oshkosh for example has declared the goal of achieving carbon neutrality on its campus. Part of this undertaking is currently being realized in cooperation with a German company: In May 2011, the United States' first high solids dry fermentation anaerobic digester was dedicated at the Oshkosh campus. The facility was designed and constructed by BIOFerm Energy Systems, a member of the German Viessmann Group. It will generate about 8% of the campus' electricity needs and will additionally contribute 7,900 MMBTU of thermal energy to heat adjacent buildings on campus.

Acknowledging the potential for transatlantic cooperation and further German investment in this industry, GACCoM brought a delegation of eight German bioenergy companies to Madison in October for an industry conference, roundtable discussions, and one-on-one meetings with local peers. For videos and presentations from the Bioenergy Business Conference, please visit [www.gaccom.org/biowebcast](http://www.gaccom.org/biowebcast) >>



On the occasion of the 10-year anniversary of the Wisconsin Chapter of the German American Chamber of Commerce of the Midwest in July, Wisconsin Governor Scott Walker (here with GACCoM Wisconsin Chapter President, Dr. John Gatto) emphasized the importance of the state's strong ties to

Germany on the cultural and economic level: "The significant ties between Germany and Wisconsin, from ancestry to sister city and state relationships, and especially with respect to trade and investment, reflect the importance of building on these relationships to further strengthen investment and job creation".



In early September, a delegation from Wisconsin's sister state Hesse including Minister-President Volker Bouffier toured businesses and met with economic development officials in southern Wisconsin. Picture taken at Schunk of North America, Inc. in Menomonee Falls showing Minister-President of Hesse,

Volker Bouffier; Markus Schybol, CEO of Schunk of North America, Inc.; Mark Tomkins, Vice President of the German American Chamber of Commerce of the Midwest; and Fred Irwin, President, American Chamber of Commerce in Germany (left to right)

# Discover



## German World Magazine!

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

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

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

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

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

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

For regular updates and event announcements visit  
**[www.german-world.com](http://www.german-world.com)**

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

ADVERTISEMENT

### GERMAN COMPANIES IN WISCONSIN

Company Name	City	Website	BR/HQ
ABKIT, INC.	Green Bay	<a href="http://www.abkit.com">www.abkit.com</a>	HQ
AGA Gas, Inc.	Green Bay		BR
arvato digital services Pleasant Prairie	Pleasant Prairie	<a href="http://www.arvatodigitalservices.com">www.arvatodigitalservices.com</a>	BR
BASF Corporation	Appleton	<a href="http://www.basf.us">www.basf.us</a>	BR
BIOFERM ENERGY SYSTEMS	Madison	<a href="http://www.bioferm-energy.com">www.bioferm-energy.com</a>	HQ
Bosch-Rexroth Industrial Hydraulics	Sturtevant		BR
Bran+Luebbe, An SPX Brand	Delavan	<a href="http://www.branluebbe.com">www.branluebbe.com</a>	HQ
Brenntag Great Lakes, Inc.	Milwaukee	<a href="http://www.brenntag.com">www.brenntag.com</a>	BR
C&H DISTRIBUTORS, INC.	Milwaukee	<a href="http://www.chdist.com">www.chdist.com</a>	HQ
CARL STAHL AMERICAN LIFTING LLC	Waukesha	<a href="http://www.americanlifting.com">www.americanlifting.com</a>	HQ
Copper and Brass Sales Division	Franklin	<a href="http://www.copperandbrass.com">www.copperandbrass.com</a>	BR
CoSo LLC	Kenosha	<a href="http://www.kroenert.de">www.kroenert.de</a>	HQ
DB Schenker - Oak Creek	Oak Creek	<a href="http://www.dbschenker.com">www.dbschenker.com</a>	BR
DB Schenker - Schofield	Schofield	<a href="http://www.dbschenker.com">www.dbschenker.com</a>	BR
DB Schenker - Sun Prairie	Sun Prairie	<a href="http://www.dbschenker.com">www.dbschenker.com</a>	BR
DREMEL, INC.	Racine	<a href="http://www.dremel.com">www.dremel.com</a>	HQ
EMD Crop Biosciences	Brookfield		BR
ERSA, INC.	Plymouth	<a href="http://www.ersa.com">www.ersa.com</a>	HQ
EUTECTIC CORPORATION	Menomonee Falls	<a href="http://www.eutecticusa.com">www.eutecticusa.com</a>	HQ
Evonik Goldschmidt Corp.	Janesville		BR
FABIO PERINI NORTH AMERICA, INC.	Green Bay	<a href="http://www.fp.kpl.net">www.fp.kpl.net</a>	HQ
Festo Corporation	Greenville	<a href="http://www.festo.com/us">www.festo.com/us</a>	BR
Freudenberg-NOK	Necedah		BR
FRISTAM PUMPS, INC.	Middleton	<a href="http://www.fristampumps.com">www.fristampumps.com</a>	HQ
GEA Farm Technologies	Galesville	<a href="http://www.gea-farmtechnologies.com">www.gea-farmtechnologies.com</a>	BR
GEA Norbco Industries	Tomah	<a href="http://www.norbco.com">www.norbco.com</a>	BR
GEA Process Engineering Inc.	Hudson	<a href="http://www.niroinc.com">www.niroinc.com</a>	BR
GRAMMER, INC. - USA SEATING SYSTEMS	Hudson	<a href="http://www.grammer.com">www.grammer.com</a>	HQ
GUHRING, INC.	Brookfield	<a href="http://www.guhring.com">www.guhring.com</a>	HQ
HAINBUCH AMERICA, CORP.	Mequon	<a href="http://www.hainbuch.com">www.hainbuch.com</a>	HQ
HATZ DIESEL OF AMERICA, INC.	Waukesha	<a href="http://www.dieselnet.com">www.dieselnet.com</a>	HQ
Hellmann Worldwide Logistics, Inc.	Oak Creek	<a href="http://www.hellmann.net">www.hellmann.net</a>	BR
Henkel Corporation	Oak Creek		BR
HERMLE MACHINE COMPANY	Franklin	<a href="http://www.hermlemachine.com">www.hermlemachine.com</a>	HQ
HUF NORTH AMERICA	Milwaukee	<a href="http://www.hufna.com">www.hufna.com</a>	HQ
Igus (Wisconsin)	Sussex	<a href="http://www.igus.com">www.igus.com</a>	BR
INA USA Corporation	Waukesha	<a href="http://www.ina.com/us">www.ina.com/us</a>	BR
KABELSCHLEPP AMERICA, INC.	Milwaukee	<a href="http://www.kabelschlepp.com">www.kabelschlepp.com</a>	HQ
Ken-Mac Metals Inc	Kenosha	<a href="http://www.kenmacmetals.com">www.kenmacmetals.com</a>	BR
KHS USA, INC.	Waukesha	<a href="http://www.khs.com">www.khs.com</a>	HQ
Korber PaperLink North America	Green Bay	<a href="http://www.kplna.kpl.net">www.kplna.kpl.net</a>	BR
KRONES, INC.	Franklin	<a href="http://www.kronesusa.com">www.kronesusa.com</a>	HQ
KURTZ NORTH AMERICA, INC.	Plymouth	<a href="http://www.kurtz.de">www.kurtz.de</a>	HQ
Leitz Tooling Systems, Inc.	Stevens Point	<a href="http://www.leitztooling.com">www.leitztooling.com</a>	BR
LMT-Fette, Inc.	Milwaukee		BR
MAG GIDDINGS & LEWIS	Fond du Lac	<a href="http://www.giddings.com">www.giddings.com</a>	HQ
MÄRKLIN, INC.	New Berlin	<a href="http://www.marklin.com">www.marklin.com</a>	HQ
Meri Papertec, Inc.	Appleton	<a href="http://www.meri.de">www.meri.de</a>	BR
Messer Cutting Systems, Inc.	Menomonee Falls	<a href="http://www.messercutting.com">www.messercutting.com</a>	HQ
MG SYSTEMS & WELDING, INC.	Menomonee Falls	<a href="http://www.mg-systems-welding.com">www.mg-systems-welding.com</a>	HQ
NATIONAL BUSINESS FURNITURE, LLC.	Milwaukee		HQ
Neschen Americas	Sun Prairie	<a href="http://www.neschen.com">www.neschen.com</a>	BR
NITRAGIN, INC.	Brookfield		HQ
NORD GEAR CORPORATION	Waunakee	<a href="http://www.nord.com">www.nord.com</a>	HQ
Novagen, Inc.	Madison	<a href="http://www.novagen.com">www.novagen.com</a>	BR
optek-Danulat, Inc.	Germantown	<a href="http://www.optek.com">www.optek.com</a>	HQ
OPTIMA MACHINERY CORPORATION	Green Bay	<a href="http://www.optima-usa.com">www.optima-usa.com</a>	HQ
PEMCO, INC.	Sheboygan	<a href="http://www.pemco.kpl.net">www.pemco.kpl.net</a>	HQ
Pferd Milwaukee Brush Co., Inc.	Menomonee Falls		BR
Putzmeister America, Inc.	Sturtevant	<a href="http://www.putzmeisteramerica.com">www.putzmeisteramerica.com</a>	HQ
Röchling Leripa Papertech LLC	Kimberly	<a href="http://www.leripa.com">www.leripa.com</a>	BR
SAFWAY SERVICES, INC.	Waukesha	<a href="http://www.safway.com">www.safway.com</a>	HQ
SCHENCK ACCURATE	Whitewater	<a href="http://www accuratefeeder.com">www accuratefeeder.com</a>	HQ
SCHUNK OF NORTH AMERICA	Menomonee Falls	<a href="http://www.schunk-group.com">www.schunk-group.com</a>	HQ
SEAQUIST CLOSURES	Mukwonago	<a href="http://www.seaquistclosures.com">www.seaquistclosures.com</a>	HQ
Semikron Intl., Inc.	Elkhorn		BR
Siegwerk USA Co. Neenah	Neenah	<a href="http://www.siegwerk.com">www.siegwerk.com</a>	BR
SIKA USA, INC.	Sturtevant	<a href="http://www.sik-usa.com">www.sik-usa.com</a>	HQ
Simonswerks North America, Inc.	Whitewater	<a href="http://www.simonswerk.us">www.simonswerk.us</a>	HQ
STOCK AMERICA, INC.	Grafton		HQ
THOMAS MAGNETE USA LLC	Brookfield	<a href="http://www.thomas-magnete.com">www.thomas-magnete.com</a>	HQ
ThyssenKrupp Waupaca Inc.	Waupaca	<a href="http://www.waupacafoundry.com">www.waupacafoundry.com</a>	BR
VNE CORPORATION	Janesville	<a href="http://www.vnestainless.com">www.vnestainless.com</a> <a href="http://www.vagususa.com">www.vagususa.com</a>	HQ
VOITH PAPER, INC.	Appleton	<a href="http://www.voithpaper.com">www.voithpaper.com</a>	HQ
WACKER NEWSON CORPORATION	Menomonee Falls	<a href="http://www.am.wackernewson.com">www.am.wackernewson.com</a>	HQ
WEIDMUELLER W INTERCONNECTIONS, INC.	Wauwatosa	<a href="http://www.weidmuller.com">www.weidmuller.com</a>	HQ
WICKEDER STEEL COMPANY	Pleasant Prairie	<a href="http://www.wickeddersteel.com">www.wickeddersteel.com</a>	HQ
WILD Flavors, Inc.	Beloit		BR
WINKHAUS NORTH AMERICA, INC.	Whitewater	<a href="http://www.winkhaus.us.com">www.winkhaus.us.com</a>	HQ
ZMD America, Inc.	Madison	<a href="http://www.zmdi.com">www.zmdi.com</a>	BR



WEMPE

Zeitmeister

GLASHÜTTE USA

THE WORD "CHRONOMETER"  
HAS A SUPERLATIVE FORM.

ZEITMEISTER.



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



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

HAMBURG BERLIN MUNICH DUSSELDORF FRANKFURT LONDON MADRID PARIS VIENNA

WEMPE-ZEITMEISTER.COM

OPEN SUNDAYS 12 - 5

# Patent Reform Enacted Into Law

## *A Journey of a Thousand Miles Begins With One Step*

**T**he America Invents Act (AIA) is a start, if nothing else. After a protracted battle over matters as diverse as financing and perceived favoritism directed towards “big business”, and a general reluctance by Congress to come to terms, President Obama on September 16, 2011 signed off on Public Law 112-29. The purpose of this law is to streamline the U.S. patent system, to bring it essentially into line with global patent practices, and to improve the competitiveness of the U.S. as a technological key player.

Taken as a whole, the AIA, which stands out as one of the few bipartisan “success stories” in recent memory, embodies a shift towards improved efficiency in the patenting process, greater certainty for inventors and investors, and a move towards harmonization of the patent system of the United States with that in place elsewhere on the globe. The AIA is not a panacea to what ails the U.S. patent system, nor is it a key to creating a uniform playing field worldwide. Rather, it should be seen as the first tentative steps in terms of progress.

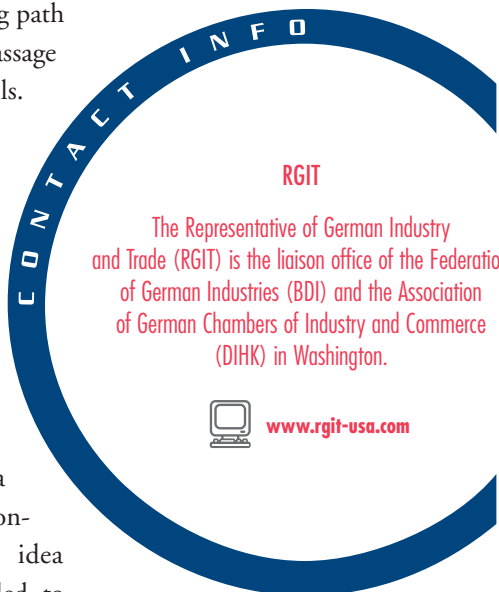
**A diamond with a flaw is worth more than a pebble without imperfections.**

Imperfect and long in the making, the AIA’s origins go back nearly a decade. At the core of the initial impetus, according to most observers, was the perception that the patent system was plagued by delays and out of touch with trends and norms otherwise commonplace in the rest of the developed and developing world. In the last few years, the issue drew attention for more than patent practitioners, industry, and government. Beginning with the 11th Congress, for example, the Wall Street Journal began to follow the winding path leading to the ultimate passage of the House and Senate bills.

Up to now, one of the chief differences between the U.S. and the “rest of the world” in the pathway to obtaining a patent had been that the domestic system permitted the “first inventor” to obtain a patent over others who conceived of a similar idea subsequently. This often led to

drawn-out contests over who was first to invent. Effective as of March 2013, the first inventor or group of applicants to file an application stands a far better – and relatively non-contestable – chance at obtaining a patent. The foregoing is, of course, an overly simplified statement of the facts, and it should be noted that in all actuality, the new “first to file” system will work out to be rather different in practice from otherwise standard practices in place worldwide.

Among downsides to the above are that the AIA appears to have significantly diluted benefits to



inventors in terms of timing by imposing new limitations on the so-called “grace period”, and also arguably places small entities (individual inventors or small companies with similarly limited resources, for example) at a competitive disadvantage. As to the former point, the AIA restricts the availability of the one-year grace period following the first disclosure of an inventive concept for would-be applicants to file for a patent. Currently, inventors typically make use of the grace period refine their concept and to seek financing. Similarly, investors have long had the advantage of being able to evaluate more fully the potential success of an inventor’s concept before sinking funds into the project. A sticking point is that the term “disclosure” is only murkily defined in the AIA, so that only future practice will provide guidance as to what disclosure is adequate to secure the advantages of the grace period. As to the latter point, small entities and their various advocates have argued that without the benefit of large, in-house legal departments and financial resources, “big business” will have an edge over small entities in the race to be the first to file. This argument has



ABOUT THE AUTHOR

**Peter J. Esser**, legal counsel to the office of the Representative of German Industry and Trade, tracks transatlantic policy issues and engages with policymakers in Washington on issues of interest to industry on both sides of the Atlantic. He is a registered patent attorney.



[www.rgit-usa.com](http://www.rgit-usa.com)

merit, but new technology now allows all filers to submit electronic applications with relative ease, and in the case of small entities, at a substantially reduced cost. The open issue here is one of educating the uninitiated, and this may be where corporate America retains the advantage.

A few other points covered by the AIA worthy of mention in the brief space available here.

- So-called business method patents, which came into vogue in recent years, appear likely to become less prevalent.
- A further result of the AIA’s passage is that questionable patents on business method patents will likely face strong challenges, given a set of targeted post-grant challenge mechanisms that did not heretofore exist. >>





- Also, patents on strategies aimed at exploiting and widening tax loopholes will also now be unobtainable.
- A further outcome of the AIA becoming law will, it is hoped, be more expedient processing and examination of patent applications, leading to a reduction in the current rough average of three years from initial filing to patent grant or issuance.

### **A Closed Mind Is Like A Closed Book; Just a Block of Wood**

Critics as well as supporters of the AIA have tended to focus on only select areas of the law, some

of which have been profiled above. An incontrovertible fact, often overlooked in the arguments of both sides preceding passage of the legislation, is the significant benefit to all potential filers in the form of changes to the financing of the United States Patent and Trademark Office (PTO). The PTO should now be better able to work towards reducing the backlog of patent applications, estimated to be in the range of 700,000.

A greater mark of progress than passage of the law itself was the act of signing the AIA into law by the President in the Thomas Jefferson High School for

Science and Technology. This simple gesture underscored the value of the technological arts and sciences as a driver for the future economy. The attentive reader will have noted that the preceding passages were headlined by proverbs originating in a nation on the brink of becoming an industrial and technological superpower in our own time. Cognizant of the implications for the domestic economy of the rise of global competitors, legislators and the executive branch of government have in the scheme of things taken a decisive, if small, but ultimately necessary step towards the future. **GAT**

ADVERTISEMENT

**COMMERZBANK** 

What I need is European expertise, delivered locally

**Corporates & Markets**

As a leading bank at the heart of Europe's largest economy, Commerzbank has the relationships, the market coverage, the insight and ideas to help you maximize opportunities in Europe. When you need trusted European expertise by your side, contact us at [CommerzbankNorthAmerica@commerzbank.com](mailto:CommerzbankNorthAmerica@commerzbank.com)

[www.cbcm.commerzbank.com](http://www.cbcm.commerzbank.com)

**Achieving more together**

# We are building America's future now.

Steel and stainless steel. Elevators and escalators.  
Automotive components. Specialty metals. Plant technology.  
This is what we do, and we touch your lives every day.

ThyssenKrupp USA, Inc.  
1776 Eye Street, NW, Suite 775  
Washington, D.C. 20006  
[matthew.rhodes@thyssenkrupp.com](mailto:matthew.rhodes@thyssenkrupp.com)

**ThyssenKrupp USA**  
Developing the future.



**ThyssenKrupp**

# U.S. Visa Service The American Dream

## *The Easy Way to enter the USA*

Every year hundreds of companies turn to the USA in order to establish or deepen business relationships there.

During 2010, there were 46.5 million nonimmigrant visa holders travelling to the United States according to the U.S. Department of Homeland Security. The majority were temporary visitors for business (11 percent) and pleasure (76 percent), 6.1 percent were temporary workers and families and 3.4 percent were students.

Nevertheless companies frequently underestimate the amount of time and costs involved in the U.S. visa process, causing applications to fail. The application procedures are highly complex and undergo frequent changes: the U.S. authorities adopt new entry regulations, update forms or revise deadlines

and fees. That is why U.S. immigration regulations often pose major challenges in case of international assignments to the United States.

The three U.S. consulates in Germany issued in fiscal year 2010 more than 70,000 nonimmigrant visas according to the latest visa statistics by the U.S. Department

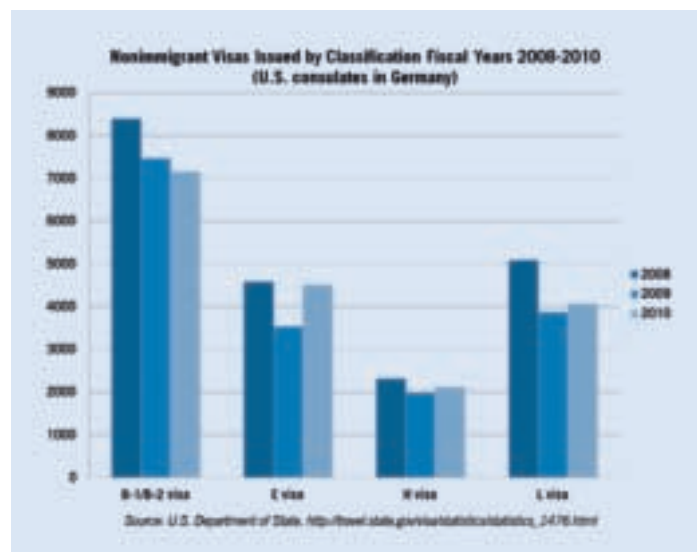
Therefore there are numerous inquiries from companies located in Germany seeking professional support covering the range of visas available for the United States.

### **The American Dream can ease the path to your visa**

Since 1996, the visa service team of The American Dream USA Services GmbH has been supporting companies and their employees throughout the visa application process in the context of business trips and assigning personnel to the USA.

Whether a firm wishes to test new products or services on the American market, set up a new

branch office or assign personnel to handle business in the USA – our corporate client service covers the entire visa application



*Nonimmigrant visa statistics*

of State. In 2010, 4,510 E visa, 2,121 H visa and 4,079 L visa were issued in total by the U.S. consulates in Germany.



process, from initial inquiries to the grant of visas and beyond. With our 15 years of experience we are familiar with all the requirements for a smooth visa application as well as potential obstacles during the immigration process.

### Our corporate client service

In an initial, intensive consultation we will advise our clients of the visa options open to them. We will keep them informed of current immigration regulations to ensure that there are no obstacles to the approval of the visa application in compliance with the company's deadlines. We support our business clients throughout the application process and make the preparations for important documents and appointments on their behalf. Besides our close cooperation with human resources personnel, we provide support and advice for all our applicants. We provide all employees who are due to undertake a foreign assignment in the USA with detailed preparation for the interview appointment at the U.S. consulate as well as for the process at the port of entry into the USA.

Naturally there are many different people involved in the visa application procedures. Our U.S. visa specialists will coordinate the overall process, thus guaranteeing the smooth handling of visa applications and an assured entry into the USA.



*One of the largest service providers for U.S. visa applications*

### Specialization in the U.S. immigration regulations

As a governmentally licensed U.S. immigration agency, our team of experts not only handles the visa process for business travelers like classic visa services do but instead takes on the whole range of work visas.

We will provide our clients with a detailed explanation of the potential advantages and disadvantages of the various visitor and work visas (B-1/B-2, E-1/E-2, H-1B, L-1 visa) and will identify individual solutions which are compatible with any timing considerations our clients may have.

Our visa advisors now support over 200 companies worldwide throughout the U.S. visa process and handle more than 1,000 visa applications each year, making us

one of the leading U.S. visa procurement service providers.

We value a close dialogue with our clients, enabling us to discover what is most important to them. Together with our customers, we develop service packages tailored to the individual situation to make the process as easy and efficient as possible. **GAT**

**CONTACT INFO**

**The American Dream  
USA Services GmbH**

Visa Service  
Mehringdamm 62  
10961 Berlin | Germany

Tel. +49 30-417484-21  
Email [info@theeasyway.com](mailto:info@theeasyway.com)

 [www.TheEasyWay.com](http://www.TheEasyWay.com)

# Building The Future Together

**H**errenknecht is a technology and market leader in the area of mechanized tunnelling systems. As the only company worldwide, Herrenknecht delivers cutting-edge tunnel boring machines for all ground conditions and in all diameters – ranging from 0.10 to 19 meters. The Herrenknecht product range includes tailor-made machines for transport tunnels (Traffic Tunnelling) and supply and disposal tunnels (Utility Tunnelling). In addition, Herrenknecht develops solutions for the production of vertical and sloping shafts and provides project-specific equipment and service packages upon request. The company also produces state-of-the-art deep drilling rigs that drill down to depths of 6,000 meters as well as plants for the exploration of shallow geothermal energy.

## Traffic Tunnelling for efficient traffic arteries.

By the middle of this century, the world's population is expected to have reached nine billion, and two thirds of these people will live in large conurbations. To keep people and goods on the



*Breakthrough for the Subway in New York*

move, the way ahead for new efficient infrastructures is leading underground. For example, Herrenknecht tunnel boring machines successfully achieved final breakthrough beneath the Gotthard mountain range (Switzerland) in 2010 and 2011, after excavating more than 85 kilometers of the world's longest railway tunnel (2x 57km). In total, construction companies have excavated worldwide more than 1,500 kilometers of new tunnels using Herrenknecht machines in the large-diameter sector (> 4.20 meters).

They employed Herrenknecht machines in the year 2010 on almost 150 different jobsites. For example in New York in total five Herrenknecht tunnel boring machines are extending the subway system with a total of 13.5 km new sections on Line 7 and Second Avenue Line. An EPB Shield (Ø 12,860mm) will excavate the two tubes of the Miami Port Tunnel of about 1.2 kilometers in length each, which cross beneath a channel for cruise ships. After completion the tunnels will direct around 16,000 vehicles a day to and from container and

cruise ship ports straight to highway I-395 and will noticeably upgrade the city center.

### Utility Tunnelling for underground supply and disposal systems.

As the world's population grows the need for underground supply tunnels is also increasing; this is just as true for threshold and developing countries as for modern urban centers. That is why more than 850 Herrenknecht Utility Tunnelling Machines are in operation around the world constructing or laying water and wastewater systems, gas and oil pipelines, as well as conduits for electricity, Internet and telephone lines. Here, trenchless tunnelling technology offers a range of advantages compared to conventional construction procedures: transport, business and environment remain

mostly undisturbed when Micromachines, HDD rigs or shaft sinking equipment are being used.

In order to comply with Florida's increasing demands for energy while ensuring reliable supplies of natural gas, the "Florida Gas Transmission Company" has been expanding its pipeline network. The "Phase VIII Expansion" project adds 772 km (480 miles) of pipeline to the network, allowing to convey more gas from Houston (Texas) on the Gulf of Mexico to Florida.



*Workshop acceptance of the tunnel boring machine for the Miami Port Tunnel.*

## HERRENKNECHT



### Tunnelling Systems



[www.herrenknecht.com](http://www.herrenknecht.com)

The innovative one-pass "Direct Pipe®" pipeline installation method from Herrenknecht celebrated its successful debut in the US on August 29, 2010. After only 3 days of drilling, the job-site team had successfully installed a 215-meter (705 ft) pipeline under Highway 70 in Arcadia (Florida). The 30" pipeline (76.2 cm) was laid in a single step. A success that was honored with the IPLOCA "New Technologies Award" in San Francisco.

In Portland, both small and large diameter mechanized tunnelling

>>





*Small diameter tunnel boring machines are realizing new sewage tunnels, for example for the CSO in Portland.*

equipment was used to realize the Combined Sewer Overflows on the west bank and the east bank of the Willamette River. Mixshields with diameters up to 7,700mm excavated the “Big Pipes” serving as an intermediate reservoir for large quantities of water after rainfalls. This also provides for a regulation of the sewage entering the nearby treatment plant. Utility tunnelling machines constructed the connecting tunnels between the new reservoir tunnels and the existing sewage network. For example a Herrenknecht AVND2000AB (Ø 2,605mm) mastered its tasks in the project (nine partial sections with a total length of 2,393 meters) very well: The construc-

tion site team rapidly and precisely produced a 938-meter-long tunnel using mechanized tunnelling technology without the need for an intermediate shaft – a US record!

### Herrenknecht international.

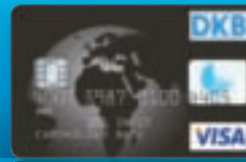
In the year 2010, the Herrenknecht Group achieved a total operating performance of 952 million euro. The Herrenknecht Group employs more than 3,300 members of staff worldwide and trains more than 220 young people. With 68 subsidiaries and associated companies working in

related fields, Herrenknecht is able to provide a comprehensive range of services close to the project site and the customer, quickly and in a targeted way. **GAT**

C  
O  
N  
T  
A  
C  
T  
I  
N  
F  
O

Herrenknecht AG  
D-77963 Schwanau  
Phone + 49 7824 302-0  
Fax + 49 7824 3403  
pr@herrenknecht.com  
www.herrenknecht.com

Herrenknecht Tunnelling Systems USA, Inc.  
1613 132nd Avenue East, Suite 200,  
98390 Sumner, WA, USA  
Tel. +1 (253) 447 2300  
Fax +1 (253) 863 9376



## DKB-Cash

- ✓ kostenfreies Internet-Konto mit DKB-VISA-Card
- ✓ weltweit kostenfrei Geld abheben mit der DKB-VISA-Card
- ✓ hohe variable Zinsen auf der DKB-VISA-Card, täglich verfügbar

Jetzt eröffnen unter [www.DKB.de/ahk-usa](http://www.DKB.de/ahk-usa)

**DKB** Deutsche  
Kreditbank AG

Partner of  
**Miles & More**  
Lufthansa

Jetzt eröffnen und  
10.000 Prämienmeilen  
für Ihr Miles & More  
Meilenkonto sichern!



ADVERTISEMENT



# EMO TRANS

## Customized Global Logistics

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

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

## SUCCESS BY PERFORMANCE

info@emotrans.com | [www.emotrans.com](http://www.emotrans.com)

# EVENT CALENDAR

November 5 – December 7, 2011

**Nov 8**

German American Water Forum

► Held by GACCoM  
Chicago, IL  
[www.gacc.com](http://www.gacc.com)

**Nov 16**

Michigan Chapter Fall Dinner

Held by GACCoM  
Birmingham, MI  
[www.gaccmi.org](http://www.gaccmi.org)

**Nov 23 – Dec 24**

Christkindlmarket Chicago

► Held by GACCoM  
Chicago, IL  
[www.christkindlmarket.com](http://www.christkindlmarket.com)

**Dec 5**

German American Business Outlook

Held by all GACCs & RGIT  
New York, NY  
[www.ahk-usa.com](http://www.ahk-usa.com)



**Nov 16**

YEC Monthly Stammtisch

Held by GACCoM  
Chicago, IL  
[www.gacc.com](http://www.gacc.com)



**Dec 6**

Holiday After Hours Networking

Held by GACC South  
Atlanta, GA  
[www.gaccsouth.com](http://www.gaccsouth.com)

**Nov 5**

GACC South 16th Annual Gala

Held by GACC South  
Atlanta, GA  
[www.gaccsouth.com](http://www.gaccsouth.com)

**Nov 10**

German American Water Forum

◀ Held by GACCoM  
Cincinnati, OH  
[www.gacc.com](http://www.gacc.com)

**Nov 17**

Skilled Workforce:  
Find, Train, Retain

Held by GACCoM  
Rosemont, IL  
[www.gacc.com](http://www.gacc.com)

**Nov 25 – Dec 23**

GACCoM Colorado Chapter:  
Denver Christkindl Market

◀ Held by GACCoM CO Chapter  
Denver, CO  
[www.denverchristkindlmarket.com](http://www.denverchristkindlmarket.com)

**Dec 6**

German American Energy Conference

Held by GACC South  
Houston Office  
Houston, TX  
[www.gaccsouth.com](http://www.gaccsouth.com)

**Nov 8**

GACCONNECT – Business  
Networking “Stammtisch”

Held by GACC SF  
San Francisco, CA  
[www.gaccsanfrancisco.com](http://www.gaccsanfrancisco.com)

**Nov 17**

Business Seminar w/ Taylor  
English Duma, LLP “Insurance  
Coverage for Business Torts”

Held by GACC South  
Atlanta, GA  
[www.gaccsouth.com](http://www.gaccsouth.com)

**Nov 29**

RSNA German Night Reception

Held by GACCoM  
Chicago, IL  
[www.gacc.com](http://www.gacc.com)



**Nov 10**

Martinsgans-Dinner  
(Roast Goose Dinner)

◀ Held by GACCNY  
New York, NY  
[www.gaccny.com](http://www.gaccny.com)

**Nov 18**

GALA 2011 Annual Benefit  
Event - 22 years of  
Transatlantic Partnership in  
Trade and Commerce

► Held by GACC PHL  
Philadelphia, PA  
[www.gaccphiladelphia.com](http://www.gaccphiladelphia.com)

**Dec 1**

J-1 Visa Roundtable

Held by GACC SF  
San Francisco, CA  
[www.gaccsanfrancisco.com](http://www.gaccsanfrancisco.com)

**Dec 6**

Evening Reception for German  
“Sweets and Snacks” Business  
Delegation

◀ Held by GACCoM  
Chicago, IL  
[www.gacc.com](http://www.gacc.com)

**Nov 8 – 17**

Das Haus Houston

◀ Held by GACC South  
Houston, TX  
[houston.dashaustour.com](http://houston.dashaustour.com)

**Nov 14**

Focus: Export Financing

Held by GACCNY  
New York, NY  
[www.gaccny.com](http://www.gaccny.com)



**Dec 3**

German Christmas Market

Held by GACC South  
Atlanta, GA  
[www.gaccsouth.com](http://www.gaccsouth.com)

**Dec 7**

Panel Discussion on  
“The German Energy  
Turnaround To Renewables”

Held by GACCNY  
New York, NY  
[www.gaccny.com](http://www.gaccny.com)





Globe  
Inventor: Martin Behaim  
Germany, 1492

## Overview. Made in Germany. Beyond all borders.

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

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

Landesbank Baden-Württemberg

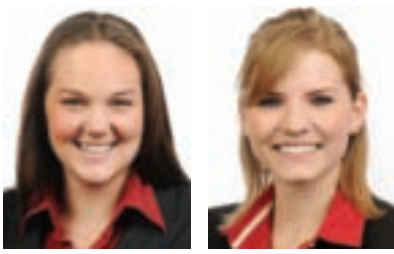
**LB  BW**



# START YOUR ENGINES



**AMERICA** Journal. The German language magazine about travel, business and lifestyle in North America. Subscriptions at [www.glpnews.com](http://www.glpnews.com). For advertising call (212) 896-3881, Mr. Detlef Fox.



## Navigating cultural differences to keep your business afloat

By Pamela Jackson  
and Morgan Moretz



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

# AMERICA'S BEST!!!

**D**eviating from our normal content, we wanted to share a few perks of living in the States with you. We have some of the BEST pizza and BEST coffee and we wanted to share with you the absolute NUMBER ONE of each.

If you're looking for some great pizza, try out Uncle Sam's, which calls itself the best pizza in America. So much so that they truly used to be called America's Best Pizza. They can't be fibbing, right? Or there's America's Incredible Pizza Company. Since incredible is right there in the name, we're assuming it's pretty fantastic. Or you could go for America's FIRST PIZZERIA EVER!, Lombardi's. We bet no one sold pizza in the States before 1905, like they said.

And if you're in the mood for a nice, hot cup of joe, worry not because the good ol' US of A is notorious for its several brands boasting the best coffee in America. Try the original America's Best Coffee. If that's not your particular version of the best, you could taste some coffee from America's Best Coffee Roasting Company. Then there's always the America's Best Coffee shop in Texas to try

out, or even the Mud Bay Coffee Company in Washington who, while not including it in their name, has the self-proclaimed "most amazing coffee ever."



We hope by now our point is clear and it's obvious we are actually making one. America loves to be number one. If you walk down a street in New York City, you will see more than a few signs in shop windows proclaiming they have the best such-and-such. Nine times out of ten, the item they are boasting about will be mediocre at best.

Boasting about being the best is not something Germans do. In Germany, a company's history and product speaks for itself, and it is considered uncouth to proclaim any top ranking. This can present an awkward challenge for German companies entering the

US market. All of a sudden, a company with 200 years of experience making one of the better items on the market is no longer competitive – it is not for lack of quality, rather for lack of marketing.

Of course, the "we're number one!" bit has gotten old here in the States and for the most part, Americans have learned to look past it and put the claim to a quick community-review-board check. But it is still important for German companies to put the word out about themselves. Research isn't always a huge part of the buying process and American consumers have become accustomed to a product being presented to them. Sometimes this can be out of laziness, but mostly it is just because of the way our consumer culture is set up.

So tell us, are there any German companies you know of in the US that are truly great but may be unknown to the majority of the public? We'd be sad to lose the next amazing German cookie brand just because it got lost in the shuffle. We encourage you to use this time and space to ***promote promote promote!*** **EAT**



# GERMAN AMERICAN TRADE

THE MAGAZINE OF THE GERMAN AMERICAN CHAMBERS OF COMMERCE

## Atlanta

German American Chamber of Commerce  
of the Southern United States, Inc.  
1170 Howell Mill Road, Suite 300  
Atlanta, GA 30318  
**T 404-586-6800 F 404-586-6820**  
info@gaccsouth.com • www.gaccsouth.com

## Chicago

German American Chamber of Commerce  
of the Midwest, Inc.  
321 North Clark, Suite 1425  
Chicago, IL 60654  
**T 312-644-2662 F 312-644-0738**  
info@gaccom.org • www.gaccom.org

## Houston

German American Chamber of Commerce  
of the Southern United States, Inc.  
Texas Office  
1900 West Loop South, Suite 1185  
Houston, TX 77027  
**T 832-384-1200 F 713-715-6599**  
info@gacctexas.com • www.gacctexas.com

## New York

German American Chamber of Commerce, Inc.  
75 Broad Street, 21st Floor  
New York, NY 10004  
**T 212-974-8830 F 212-974-8867**  
info@gaccny.com • www.gaccny.com  
*Editor & Advertising Coordinator:*  
Nicola Michels • nmichels@gaccny.com  
**T 212-956-1770 F 212-974-8867**

## Philadelphia

German American Chamber of Commerce, Inc.  
One Penn Center, Suite 340  
1617 John F. Kennedy Blvd.  
Philadelphia, PA 19103  
**T 215-665-1585 F 215-665-0375**  
info@gaccphiladelphia.com  
www.gaccphiladelphia.com

## San Francisco

German American Chamber of Commerce, Inc.  
Office for the Western United States  
One Embarcadero Center  
Suite 1060  
San Francisco, CA 94111  
**T 415-248-1240 F 415-627-9169**  
info-ca@gaccny.com  
www.gaccsanfrancisco.com

## Washington, DC

ASSOCIATED PARTNER ORGANIZATION

Representative of German Industry and Trade  
1776 I Street NW, Suite 1000  
Washington DC 20006  
**T 202-659-4777 F 202-659-4779**  
info@rgit-usa.com • www.rgit-usa.com

## Design and Production

### Thinkersdesign

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

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

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

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

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

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

*Single copy:* US\$ 5 (Euro 8)

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

*Office of publication:* New York

Publication date of this issue: Nov/Dec 2011

© Copyright 2011 German American Trade

## GAT Editorial Team

**Nicola Michels** GACC NY *Editor*  
nmichels@gaccny.com

**Ning Wang** GACC NY  
nwang@gaccny.com

**Barbara Afanassiev** GACC NY, Philadelphia Branch  
bafanassiev@gaccphiladelphia.com

**Stefanie Jehlitschka** GACC South  
sjehlitschka@gaccsouth.com

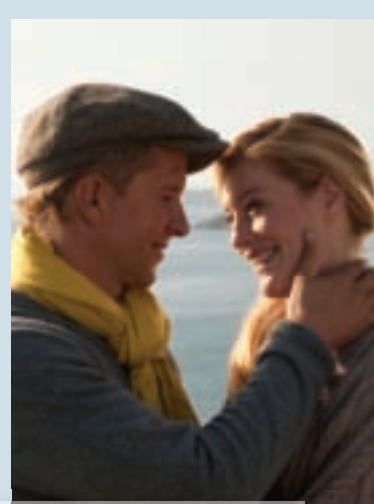
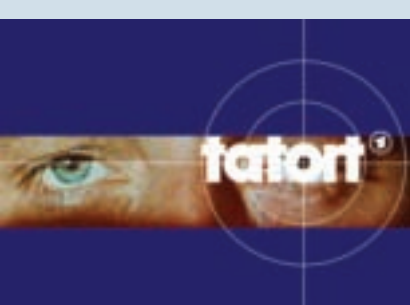
**Sabine Zimmermann**  
GACC NY, Office for the Western U.S.  
szimmermann@gaccny.com

**Jayne Riemer-Chishty** GACC Midwest  
riemer-chishty@gaccom.org

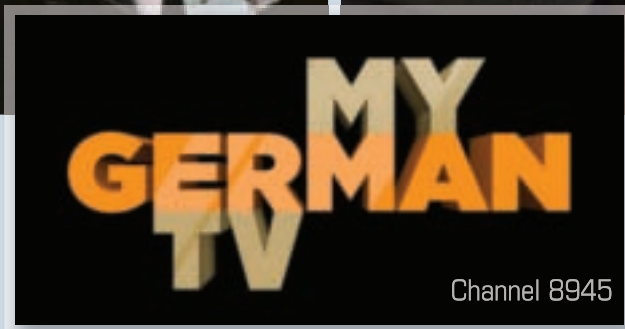
**Eva Krause** GACC Midwest  
Krause@gaccom.org

**Julia Zimmermann** GACC South, Texas Office  
jzimmermann@gaccsouth.com

**Thomas Zielke** RGIT Washington  
thzielke@rgit-usa.com



# Deutsches Entertainment der Spitzenklasse



**Mach mit!**  
und gewinne  
einen LG-42inch  
HDTV!



**"Like us"** auf Facebook und  
gewinne einen LG-42inch HDTV!

[www.facebook.com/dishnetworkgermantv](http://www.facebook.com/dishnetworkgermantv)

## German Language Plus Package

**\$29.99**  
p. Monat



**ProSiebenSat.1**

**DW-TV**  
DEUTSCHE WELLE

**GKP+**  
German Kino Plus



# 1.888.347.4134


Für die Teilnahme am Gewinnspiel ist kein Kauf notwendig. Ungültig wo gesetzlich verboten. Teilnahmeschluss ist der 15. November 2011. Die offiziellen Teilnahmebedingungen ansehen Sie auf [www.dishgermantv.wordpress.com](http://www.dishgermantv.wordpress.com).

Erfordert zusätzlich entweder ein Internationales Basic Package oder eines der America's Top Packages für \$10/Monat.

Alle Preise, Pakete und Programmierungen können ohne Vorankündigung geändert werden. Lokale und staatliche Umsatzsteuern können anfallen. Empfang der Programme kann bei Einfamilienhäusern in den kontinentalen Vereinigten Staaten installiert werden. Alle DISH Network Programmierungen sowie alle anderen Dienstleistungen, die erbracht werden, unterliegen den Bedingungen der Vereinbarung des Werbeangebots, das auf Anfrage erhältlich ist. Geräte und Programmierung sind separat erhältlich. Eine zweite Dish-Antenne kann erforderlich sein, um die internationalen und die amerikanischen Programme zu empfangen. Alle Dienstleistungen, Marken- und Warenzeichen gehören ihren jeweiligen Eigentümern. © 2011, DISH Network LLC: Alle Rechte vorbehalten.

*exklusiv bei*  
**dish**

[lufthansa.com/FlyNet](http://lufthansa.com/FlyNet)

A STAR ALLIANCE MEMBER 

# Airmail

A product of Lufthansa.



## Introducing another first: FlyNet® Wi-Fi on transatlantic flights.

Now you can work, surf, text, tweet and email from 30,000 feet. Lufthansa is the first to offer FlyNet® high-speed Wi-Fi on laptops and smartphones. So you'll never be far from the people who matter most. For more information, visit [lufthansa.com/FlyNet](http://lufthansa.com/FlyNet)



There's no better way to fly.™

**Lufthansa**

\*FlyNet Internet is available for purchase on selected long-haul flights, with incremental rollout to include our entire long-haul fleet. Text service via mobile devices is anticipated for fall 2011 – fees for these services will be determined by your mobile service provider.