

# German American **TRADE**

## **QUARTERLY**

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### **Full throttle:**

How the US Celebrated  
70 Years of Porsche Sports Cars

**US and Germany Auto  
Market Both Set For Major  
Sustainability Changes**

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It's great to be back in the US and having rejoined the strong network of the GACC offices. The German American Chambers wrap up the year with many highlights: We opened the new *Representative of German Business* office in San Francisco, celebrated the GACC South 40th anniversary in Atlanta and kicked off *Wunderbar Together* events across the United States to honor the long-standing ties between Germany and the US. We also welcomed Dr. Emily Haber as our new German Ambassador to the United States.

On the West Coast, we are proud to be amongst the German Chambers of Commerce Abroad's newest offices around the globe. The investment of our parent organization DIHK and of the German Ministry of Trade and Energy (BMWi) to strengthen the San Francisco office is also a signal to the growing importance of digitalization, especially for the German *Mittelstand*. While facilitating bilateral trade will always be the primary focus of our organization, we will need to pay more attention to emerging disruptors to the industries that we count as the pillars of our economy. In Silicon Valley we continue to see a constant stream of German companies to open new innovation outposts, acquire promising start ups and expand their R&D by tapping into the local innovation ecosystem. We are past the often quoted "innovation theatre". Companies are now focused on Silicon Valley ventures to produce tangible outcomes.

Looking at the entire nation's economy in 2018, it's noticeable that financial markets remained strong and historically low unemployment has continued to lift consumer sentiment. However, anxieties have increased with growing trade tensions. The uncertain trade environment is starting to weigh on companies, many of which rely on complex global supply



Kristian Wolf  
CEO & President  
*Representative of German Business*

chains. The next year will show how the new tariffs impact the business climate in the U.S. and the results of this year's German American Business Outlook (GABO) will give us a clearer picture of how German subsidiaries in the United States view their growth prospects for 2019. The GACCs and the Representative of German Trade (RGIT) in Washington will continue to be an advocate and outspoken voice for open and fair trade.

We look forward to seeing many of you at our kick-off event (GABO to be held in New York on January 29) for a deep dive into the business sentiment for 2019 together with our partner KPMG.

Lastly, on behalf of all our GACC colleagues around the United States, I wish you and your families, loved ones, staff and communities a great start into 2019.

All the best,  
Kristian Wolf  
CEO & President  
*Representative of German Business*

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German American  
Chambers of Commerce  
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# Full throttle:

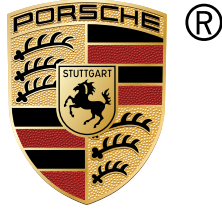
## How the US Celebrated 70 Years of Porsche Sports Cars

2018 has been a special year for Porsche. Not only because it marked the legendary brand's 70th anniversary as a sports car manufacturer, but also because of the celebrations around the milestone. All year, Porsche enthusiasts have been gathering for festivities across the US – a market inextricably linked to the company's global success.

**T**he anniversary events kicked off in February when "The Porsche Effect" opened at the Petersen Automotive Museum in Los Angeles. "What we see is one of the most significant collections of our sports cars and display artifacts outside of the Porsche Museum in Stuttgart," Klaus Zellmer, President and CEO of Porsche Cars North America, Inc. (PCNA), told guests at the kick-off gala. Prior to the public opening, the museum also hosted a



*Panel discussion at the opening of "The Porsche Effect" exhibition, Petersen Automotive Museum, Los Angeles*



# PORSCHE

curated panel discussion moderated by racecar driver Tommy Kendall. The panelists included three-time 24 Hours of Le Mans and five-time Rolex 24 Hours at Daytona winner Hurley Haywood, actor Patrick Dempsey, producer and multiple Pikes Peak International Hill Climb winner Jeff Zwart, entertainer Spike Feresten and Hollywood legend Steve McQueen's son Chad. A recent extension of "The Porsche Effect" means there is now a chance

to see this unique exhibit until April 2019.

Then, June 8 marked an important moment in the calendar for every Porsche enthusiast. On that day, in 1948, the 356 "No. 1" Roadster received its official street certification and the Porsche sports car was born. Birthdays call for a party, which is why Porsche Cars North America joined with its 190 dealer partners to create the first

**Throughout an anniversary year and across the nation, auto enthusiasts have put the pedal to the metal.**



*Sportscar Together Day at the Porsche Experience Center Atlanta*



ever Sportscar Together Day. Porsche dealers nationwide hosted events that weekend to celebrate the thrill of Porsche sports cars, and there was also a full house at the Porsche Experience Centers in Atlanta and L.A.

The US is the only country with two Porsche Experience Centers, and they reached a milestone of their own in August when they topped a combined 250,000 visitors since opening in Atlanta in 2015 and LA in 2016. The Experience Centers represent the value of physical experiences in a digital age. Increasingly, it can be hard to get the touch and feel of a product when everything is online or automated. Porsche is bucking those

trends with a large-scale commitment to consumer immersion at its two PECs, where anybody over age 25 with a valid driver's license can touch rubber to the track instead of just touching a screen. "A quarter of a million guests so far is a testament to the power of experience and to the fascination of Porsche sports cars," said PCNA's Klaus Zellmer. "Getting people behind the wheel in a place where they can really test the performance is the best way to connect them with the Porsche brand."

The visitor numbers prove that the Experience Centers have established themselves as destinations for automotive enthusiasts, but they also work as a way to connect with

new audiences, a goal for every premium automaker. About 60 percent of PEC visitors do not currently own a Porsche, but after driving the tracks, 30 percent of non-owners say they are very likely to buy one. Truly, the PECs have become a new chapter in the brand's American success story.

Another of those chapters was written at the end of September with the world's largest gathering of Porsche cars and enthusiasts: Rennsport Reunion VI (RRVI). This major event took place at WeatherTech Raceway Laguna Seca near Monterey, California, and the location was no coincidence. California and Porsche is a love story that goes back to the 1950s,



*Sportscar Together Day at the Porsche Experience Center Los Angeles*

when auto enthusiast Johnny von Neumann bought a Porsche 356 from the Max Hoffman dealership in New York and drove it cross-country to the Golden State. Fast forward to today and Porsche vehicle sales in California have accounted for approximately 25 percent of total sales in the US for the last 17 years.

It was in this context that Rennsport drew a record 81,550 enthusiasts during four days of historic racing and car culture Sept. 27-30. The sixth iteration of a Porsche “family reunion” saw champions and contenders from 70 years of Porsche Motorsport roaring around the track while around 2,500 vehicles from past and present were on display.

The festival also featured car reveals, autograph sessions, on-stage interviews, concerts, and various meet-and-greets with legendary drivers, including Haywood, Derek Bell, and Jacky Ickx, and factory drivers, including 919 Hybrid Evo driver Timo Bernhard, bringing the “Marque of Champions” theme to life.

Rennsport was the culmination of this year’s global celebrations of the 70th anniversary, including the original 356 “No. 1” Roadster taking to the track. As if that wasn’t enough, it was piloted by none other than Dr. Wolfgang Porsche, Chairman of the Supervisory Board of Porsche AG and son of Ferdinand “Ferry” Porsche, who built the first

Porsche sports car. At the same time, another car on display at Rennsport pointed towards the future of the brand. The Concept Study Mission E is the vision of what a fully electric Porsche sports car might look like. This summer, the vision received a name: the Porsche Taycan. Next year, the vision becomes reality. The Taycan will be a true Porsche, equally thrilling to behold and to drive. As they say, “There is no substitute” - on to the next 70 years then. ■

#### For More Information:

**Porsche Cars North America, Inc.**

>> [press.porsche.com](http://press.porsche.com)

**Porsche Experience Centers**

>> [porschedriving.com](http://porschedriving.com)



*Concept Study Mission E*

# GO WEST! with the new GACC office

The Gold Rush of the digital age is driving modern pioneers on the American West Coast

In the 19th century, in a quest to find a brighter future, settlers were pushing westward along the California trail to explore and settle the land from coast to coast. What was once called the American Frontier became a symbol of leaving the old structures behind and finding life-changing opportunities in the new world. This still holds true 200 years later, as the American West Coast continues to attract modern pioneers, bringing their ideas & passion to this hotbed of global innovation.

The Silicon Valley "Gold Rush" is also attracting an ever-increasing number of German companies who are looking to the West Coast for

new opportunities. While California boasts the world's 5th largest economy by GDP, they are drawn to the Silicon Valley for its unique symbiotic relationship between entrepreneurs, world-renowned research institutes & universities, accelerators, incubators, venture capitalists as well as technology giants like Google, Apple and Intel. This ecosystem fuels more than 60,000 startups at any given time, including more than 70 Unicorns - startups valued at at least one billion USD. Young private companies in the Bay Area attract more than a quarter of the world's venture capital, boosting the rapid growth needed to become the world's leading disruptor.

German corporates have already invested heavily in this region to scout new technologies, develop new digital products and be part of the ecosystem, rather than just observing from afar. In a world of exponential technological growth, it is a distinct competitive advantage to understand how to combine the strengths of German engineering led innovation with the fast-paced nature of Silicon Valley.

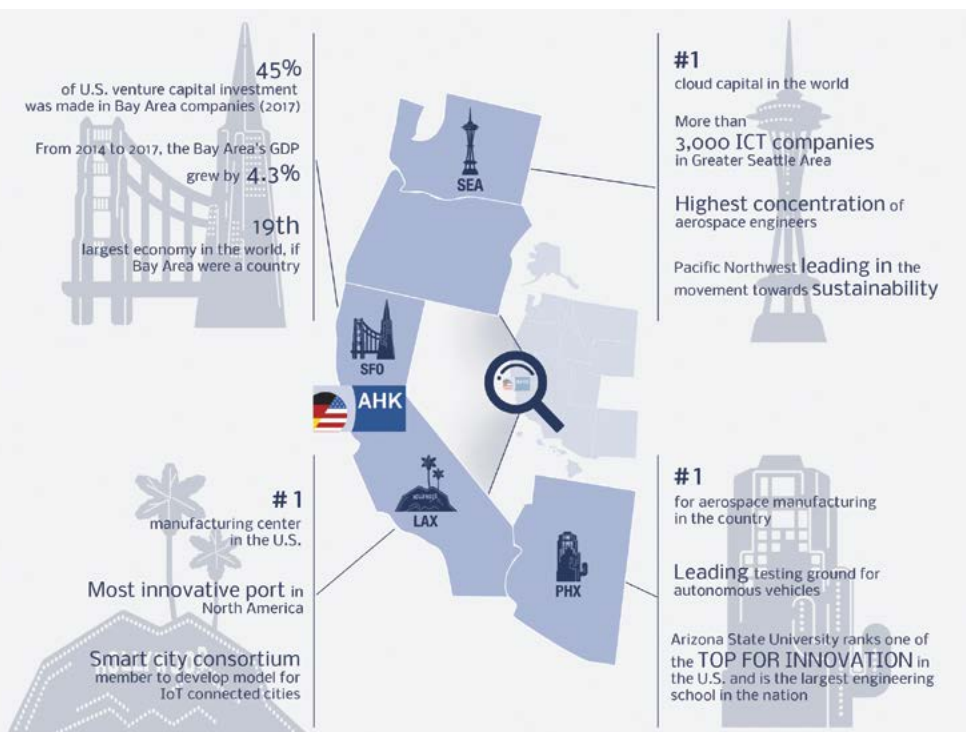
## Innovation goes beyond Silicon Valley on the US West Coast

Disruptive startups are turning entire industries upside down through platform-based business models, artificial intelligence and network effects. Speed and scale are the key and data is the gold of the digital era. Traditional, engineering led industries have understood that they will need to adapt quickly to avoid being caught off guard by the disruptive forces emanating from Silicon Valley.

Beyond Silicon Valley other regions like the Pacific Northwest, Southern California, Arizona and Nevada are also home to leading industry clusters.

## The new GACC office is your partner for innovation on the West Coast

On September 13, 2018, more than 150 guests celebrated the opening of the 4th independent office of the German American Chamber Network (AHK USA). The Representative of German Business now joins Atlanta, Chicago and New York to represent



Key facts on U.S. West Coast Innovation Hubs



German American business interests across the Western US.

To symbolize “the Gold Rush” of the 21st century for digitalization and innovation, the office was inaugurated with a virtual ribbon cutting ceremony by Dr. Martin Wansleben, CEO of the Association of German Chambers of Commerce and Industry (DIHK), Mr. Thomas Bareiß, Parliamentary State Secretary of the German Federal Ministry of Economics, Prof. Dr. Andreas Pinkwart, State Minister for Economic Affairs, Digitization, Innovation and Energy State of North Rhine-Westphalia (MWIDE), and Kristian Wolf, CEO of the Representative of German Business.

This virtual ribbon cutting was just the beginning: the Representative of German Business will move into a new office in February 2019, more than doubling its current footprint and joining forces with other German organizations: Germany Trade and Invest (GTAI), Invest in Bavaria, Representative Office for Baden-Württemberg, the Northern Germany Innovation Office, and the Technical University of Munich (TUM). To bring the German business community even closer together members are offered collaboration space – to exchange best practices and know-how while creating room for more networking opportunities.

The Representative of German Business offers German SMEs a unique network of industry and tech-

nology experts, innovators, decision-makers and potential technology partners as well as customers across industries on the U.S. West Coast. Already before its independence, the San Francisco office has successfully hosted over 40 Silicon Valley innovation programs for German stakeholders such as corporates, government, as well as trade and industry associations.

To help German companies to learn from Silicon Valley’s best practices and to engage with the unique ecosystem, the Representative of German Business created the new Innovation Solutions department. Together with expert staff and local mentors this new department offers customized innovation consulting services, such as the InnovationCamp.

InnovationCamp is a unique initiative to enable companies from

### Kristian Wolf



Since April 2018 Kristian Wolf is the CEO of the Representative of German Business. He has been part of the German Chambers of Commerce Abroad (AHK) network for 17 years. In 2006, he became CEO of the German American Chamber of Commerce of the Southern United States in Atlanta. In 2011, he moved to Australia to lead the German Australian Chamber of Industry and Commerce until March 2018.



*The team of the Representative of German Business*

Germany to take a deep dive into the Silicon Valley's ecosystem and drive product innovation. Baden-Württemberg was the first state to implement this program for companies from their state. During a customized three-week program with high-level mentors, participants learn about Silicon Valley approaches to customer-centered product development and how to leverage new digital technologies and business models. Each

company works on an individual innovation challenge with the InnovationCamp team and a network of Silicon Valley mentors, startups and technology experts. The program is funded by the Ministry of Economics, Labour and Housing Baden-Württemberg and organized in partnership with Baden-Württemberg International.

One of the success stories is the InnovationCamp BW participant ZwickRoell, the world's leading suppliers of materials testing machines. Through the InnovationCamp process they identified a suitable partner to jointly start developing a new product: a collaborative robot (including a software platform) which can insert material samples into machines and thus save the customer time and money.

This is just one example of successful innovation scouting combining German engineering with Silicon



*Virtual Ribbon Cutting on September 13, 2018*



*Participants of the InnovationCamp BW visiting the Google campus*

### **Innovation Solutions for German Companies - Your Partner for Innovation**

- Industry and company specific strategic foresights, innovation and startup scouting, as well as matchmaking
- Mentored programs on Silicon Valley approaches to digital product innovation, future of work and entrepreneurship
- Comprehensive Silicon Valley Innovation Camps that combine both of the above to empower German companies to successfully drive innovation scouting and innovation management on their own
- Support with opening an Innovation Outpost on the West Coast

Valley's entrepreneurial ecosystem to create new products and services.

With 2018 drawing to a close, the Representative of German Business is looking ahead to growing the innovation programs and host many German delegations along the way. In addition, the Representative of German Business will focus on addressing pressing societal issues, such as diversity. Diversity in the workplace and innovation go hand in hand. According to Forbes 55% of America's billion-dollar-startups have immigrant founders and the recent walkout at Google shows that the push for a more inclusive and diverse workplace culture offers a blueprint for what's to come - for the tech industry, corporate America, and beyond. ■

### **What is your innovation challenge?**

We look forward to hearing from you at:

>> [info@gaccwest.com](mailto:info@gaccwest.com).



# Choppy Waters Ahead?

It is that time of the year again to discuss the economic outlook for the coming twelve months. Last year, my bottom line was that “strong growth in 2018 could be the last hurrah of the current expansion”. And boy, did we see a strong economy this year. But I also continue to expect a perceptible slowdown in 2019, as the US economy is heading towards a – mild – recession in 2020.

Various factors are likely to contribute to the slowdown. First and foremost, the support from the two fiscal stimulus programs (the tax cut and the spending bill) will be petering out. Second, the labor market will lose momentum, as labor supply is increasingly becoming a bottleneck. With the unemployment rate below 4%, job gains can no longer outpace increases in the labor force. This, in combination with the fading impact of the tax cuts, will weigh on household disposable income gains and ultimately on consumer spending. Third, 80% of the acceleration in investment growth since 2015 can be attributed to the rise in commodity prices, notably in oil prices. As oil prices are unlikely to accelerate at a similar pace in the coming quarters, this

support factor will vanish. Fourth, financial conditions will get somewhat tighter, reflecting a combination of higher interest rates, a stronger US-dollar and choppier equity markets. Lastly, global growth is losing momentum, while at the same time trade tensions continue to escalate.

All of these factors will contribute to the slowdown in growth and make the US economy more vulnerable to various shocks. One of the most likely candidates for such an adverse event is the corporate sector, where balance sheets look increasingly stretched. Corporate debt is at a record high, and debt service ratios have risen perceptibly in recent years even as interest rates have stayed historically low. Those vulnerabilities will become exposed when demand momentum and the support from the tax cuts fade, and/or when interest rates and spreads move higher. Profit margins of nonfinancial businesses have already been trending lower for some years now – only briefly interrupted by the tax cut. Historically, such a slowdown in profit margins has reliably pointed to a recession.

If you are reluctant to forecast a



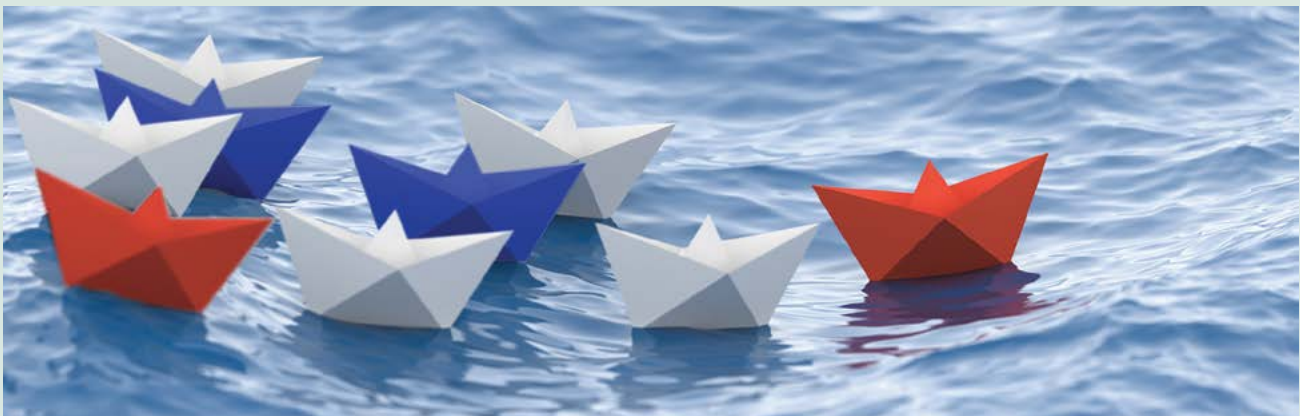
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recession, you are in good company. The IMF acknowledged in its latest World Economic Outlook that the Fund itself, as well as private forecasters, have predicted a “whopping” 5% of all recessions in advanced economies since 1991 and 2016.

In 2019, the current expansion of the US economy is having its 10th anniversary, making it the country’s longest recovery on record. Celebrations, however, should be muted, as indications for a growth slowdown, and ultimately a downturn, will be mounting. ■



# The Five Essentials for Getting Maximum Value out of Digital Supply Chains

Too many businesses are leaving money on the table because they're still using yesterday's supply chain operating models.

*Authors: Philipp v. Stietencron, Marc André Lüers, and Christian Bast*

**M**any of today's supply chains are no longer fit for purpose. In an increasingly digital world, many companies still rely on supply chain operating models and solutions introduced in the 1990s.

goetzpartners has identified the potential negative top and bottom line impact of having an outdated operating model – procurement costs 20% higher than they could be, inventory costs 30% above what is optimal today, and times-to-market that are 30% slower than what is possible in a digital age.

Essentially, digital solutions are jumping the S-curve while traditional supply chain operating models have yet to make that jump. Businesses can take advantage of advanced analytics, new manufacturing, logistics technologies and increasingly integrated and intuitive software. However, their supply

chain operating models must first be transformed to realize the benefits of these technologies. goetzpartners' experience has found five building blocks to provide the framework necessary to ensure these operating models can quickly jump the S-curve.

## 1. Redesigning the Operating Model

The transformation of a supply chain operating model begins by defining where and how the most value-adding work is done and what capabilities are needed to drive it. Primarily, the value is defined by customers. For example, if a business caters to customers who are highly sensitive to price, adopting lean manufacturing approaches at scale can cut costs significantly. But if customers' needs differ significantly across markets, the supply chain must have a flexible decision-making process to enable later stage differentiation.

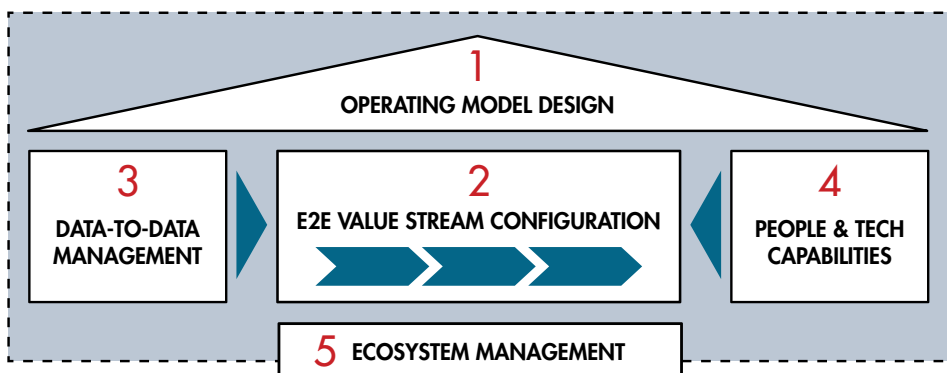
Further, as supply chain complexity mounts, the importance of having the right organizational structure increases. The supply chain can be organized by products, regions, or customers but the processes, metrics and governance must reflect the goals of the supply chain. Decision-making should be efficient, and metrics should cascade from overall objectives.

## 2. Envisioning the End-to-End Value Stream

The company must define the customer value that the supply chain will provide, and the organizational setup must enable the delivery of that value. As siloed structures slow the flow of information and the pace of decision-making, it is crucial to look at the entire stream of activities as an end-to-end process. For example, in a consumer goods company, teams may work fully end-to-end and independent within one specific product category, ensuring a tight and integrated process from a product's proof of concept to delivery at the point of sale.

## 3. Moving from Data to Action

Although today's computing power can analyze seemingly limitless data, most companies struggle to act on the insights produced. The central challenge is the organization's overall approach to data, which too often nar-





rowly focuses on initiatives within a single function, missing out on the knowledge that could be gleaned from data outside that function. The greatest value of a well-constructed analytics initiative is the power to make data-driven decisions by analyzing multiple data sets and by bringing together fragmented points of customer knowledge. Best-in-class analytics operations use a formal data-to-management approach and work iteratively with R&D, procurement, and other supply chain functions to maximize the value derived from the data.

#### 4. Extending and Expanding People and Technology Skills

goetzpartners found that many supply chain organizations can lack more than 50% of the in-house capabilities and technology skills needed for the next two years. It is critical to develop the skills of employees and hire subject matter experts to spearhead the supply chain transformation. Companies need to be equipped with deeper industry

knowledge, necessary business processes, and data analytics to support effective decision-making.

Concurrently, businesses must also get better at identifying and adopting the emerging technologies that will give them the highest advantage most quickly. This applies across the supply chain – on the manufacturing floor, in the planning office and in the logistics hubs. Further, it is crucial to be able to pilot, launch and then rapidly scale those technologies for maximum impact.

#### 5. Identifying and Managing the Business Ecosystem

High-performing organizations are more than two times as likely to regularly integrate external stakeholders into their business processes than their average peers. These companies understand the value that a broad network of partners can create. Identifying, developing and managing an ecosystem gives a company access to resources, knowledge and capabilities it would not otherwise possess.

Nobody likes to admit to lost opportunities. The good news is that all those drawbacks can be resolved quite quickly. The five building blocks described will enable the supply chain operating models to jump the S-curve. Now is the right time to discuss how to act on them. ■



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For additional information on goetzpartners in the US, please contact Jaclyn Rheins:

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# US and Germany Auto Market Both Set For Major Sustainability Changes

Both the US and German auto markets have been slower than other countries to adapt to electric vehicle (EV) technology, partially because of their larger size as countries, both in terms of population and geographic area.

At the same time, these deeply inter-linked markets are going through substantial innovation both individually and in tandem.

**W**ith large combustion engine SUVs still the best-selling vehicles in the US, OEMs are struggling to find an approach that takes advantage of cutting edge thinking on sustainable mobility development, while at the same time keeping Wall Street happy. Conscious that the sustainable winds of change are blowing stronger, Ford has recently announced an \$11bn investment program in electric vehicles by 2022, which more than doubles its previous commitment. General Motors has already seen growing, albeit small,





Despite a decrease in engine cylinder size over the past 10 years, the market for larger vehicles such as SUV/Crossovers has never been stronger.

interest in its electric vehicle (EV) offering, the Chevy Bolt, and has announced similar intentions to increase its electric and hybrid fleet. But while sustainable mobility momentum is picking up at company level, taking into account the geographical make-up and demographics of the US is key to catering for consumer needs and preference.

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Similarly, in Germany, car manufacturing giants such as BMW and Volkswagen have built their reputations on their expertise in combustion engine

technology and manufacturing excellence built up over the past 80 to 100 years. Accounting for 20% of total German industry revenue and employing approximately 800,000 people, there is little political will to meddle with an industry that is an integral part of the country's social fabric.

However, with the political and regulatory landscape moving firmly in the direction of car electrification, the industry is having to seriously examine its future. For example, a Federal Administrative Court ruling in February 2018 giving cities the right to ban diesel cars, together with a fall in diesel car sales and the lingering emissions scandal, are creating the perfect storm forcing the automotive industry to explore alternatives.

### **Leveraging R&D Investment in Germany**

The automotive industry is by far the biggest investor and employer in the R&D arena in Germany, employing over 110,000 people., and has been one of the main reasons for the country's reputation for reliability, safety and manufacturing excellence. According to German's automotive industry association, VDA, the industry accounts for more than one third of total global R&D spending in the automotive sector, putting it ahead of Japanese and American companies. Moving forward, it will be critical to leverage this investment for development of sustainable automotive technologies.

Elon Musk's Tesla has spent millions of dollars developing and testing EV batteries. But investing money into new technology doesn't always equate to a mass-market ready product as quickly and effectively as anticipated. German auto-makers are still on a learning curve. Learning from pioneers such as Tesla and honing production capability, while learning from pioneers can help achieve a better and more revenue-certain product as is one late-mover advantage that Volkswagen and Daimler are currently exploiting in the EV sector.

### **An Urban Versus Rural Strategy in the EU**

Despite a decrease in engine cylinder size over the past 10 years, the market for larger vehicles such as SUV/Crossovers has never been stronger. This is not surprising based on the sheer size of the US, where 97% of land is rural.

While Ford's F150 pick-up truck is America's best-selling vehicle, smaller cars are gaining popularity in more densely populated cities, particularly on the coasts. This gives a potential market for EVs from younger city-based consumers who use cars to commute to work and prefer to fly for longer trans-America journeys. With fully 80% of America's 327 million population living in urban areas it makes sense for OEMs to have a specific urban-focused sustainable mobility strategy. This also opens the door for building partnerships that

give access to shared mobility options such as ride-hailing and car sharing which have more traction in densely populated areas. Meanwhile, in rural areas hybrid vehicles offer an interim solution to current consumer reluctance for EVs.

### Are We There Yet?

For EVs to match their combustion engine counterparts, significant investment in infrastructure and continued development in longer life battery technology is required. OEMs that can achieve this will be in a better position to convince the public that EVs are both a viable and reliable alternative.

In both the US and Germany, charging station infrastructure is key to gaining consumer traction. The complexity of changing established infrastructure to propel EV popularity has been slower than hoped, resulting in bottle necks as governments struggle to accommodate

consumer charging needs.

Germany's recent move to convert 12,000 distribution boxes into charging stations is a great example of how to leverage existing infrastructure to create more EV charging points without infrastructure displacement.

### The Challenge of Second Guessing Innovation

While advances in technology, particularly in the area of automated driving, are disrupting OEMs, it's equally as hard to envisage what the end game is for those in the US supply chain. As a result, some players are hedging their bets and investing heavily in technology to cope with life without combustion engines or traditional car materials. While it's a gamble to invest in expertise and capabilities 5-10 years before the landscape becomes readable, companies that delay plans

to acquire the right skills and expertise could potentially fall too far behind the curve.

In Germany, despite the fact that Volkswagen has recently pledged 34 billion euros towards the development of battery-powered and autonomous vehicle technology, and has partnered with Silicon Valley start-up, Aurora, to bring self-driving taxis, cars and trucks to the road, it and other German OEMs are still working to improve traditional engine powertrain development.

The ultimate winners and losers in the global automotive industry will not only be decided by national considerations, but also what happens worldwide. As players in the industry jockey for position, an increase in investment and research into sustainable mobility solutions, collaboration and acquisitions will become the strategic norm. ■



# GACC Supports 25th Anniversary of The Alliance for International Exchange

For many years, the GACC has been a member of The Alliance for International Exchange, – the leading collective public policy voice of the exchange and J-1 visa community.

In late October, three of our GACC team members attended The Alliance annual conference in Washington. This conference has grown in scope and importance over 25 years, this time featuring over 300 attendees and 60 US government representatives. It offers a unique chance for J-1 visa sponsors to share best practices, ask questions and consult one-on-one with regulators and State Department analysts on the intern and trainee programs.

Matthew Allen, incoming Director of Career Services, and Senior Manager Cindy Klarwasser agreed with their colleague Chris Gallagher who noted that "The Alliance annual conference has become the central gathering place in the country for thought leaders and policy makers on all things J-1 visa each year. As an intern and trainee sponsor, our programs are enhanced by what we learn here."

Keynote speaker Assistant Secretary of State for Educational and Cultural Affairs Marie Royce highlighted the importance of international exchange programs, as well as the bureau's five-year strategic goals which include a boost for business – to increase Americans' global competitiveness.

2018 marks the 25th anniversary of The Alliance, and to kick off the conference, a gala dinner was held with a wide cross-section of the exchange and training community, members of Congress, government officials and special guests. The guest of honor was Harriet Mayor Fulbright, widow of the late Senator from Arkansas whose name is synonymous with international study and exchange programs. ■



Marie Royce, Assistant Secretary of State for Education & Cultural Affairs.



The GACC Team (from left): Christopher Gallagher, Matthew Allen and Cindy Klarwasser.



# Wunderbar Together:

## The 2018 German American Business Awards

By Aruna Valliappan, GACC

**T**oday's business is more about emotional connections than pure transactions. Connection and excellence are also the pillars of the GACC network in the US. To reflect this trend and to foster more connection among our nationwide network, 2018 marked the re-invention of the German American Business Awards.

Paying tribute to contemporary corporate culture and the importance of personal relationships in business, the event honored outstanding achievements in the business world while offering an entertaining event experiences in combination with ample networking opportunities.

The German American Business Awards are equally a platform that celebrates

strong transatlantic relations. To highlight those personal ties and economic cooperation and success, the signature event was integrated in the yearlong celebration of partnership that is the Deutschlandjahr.

### Room for Connections

With its new format, the event gave our nationwide membership even more opportunity to connect, as well as reflect on the strength of our entire network and the achievements of successful companies in particular. Held at the 19 East Event Gallery, which used to belong to ComEd's predecessor Chicago Illuminating Company, guests were able to flow seamlessly from one room to another. Each room sparked conversations and connections in its own way.



In 2018, our member company HARIBO USA announced plans to set up its first North American manufacturing plant in Kenosha County, Wisconsin. HARIBO's commitment will give a sugar rush to the economy of the area by adding nearly 400 jobs. To let our network join in celebrating this investment, HARIBO offered a unique signature cocktail to the 200 attendees. For those that prefer a roaring motor to the sweetness of gummi bears, member and car sponsor AUDI let guests take a close look at the cherry red R8 on display.

### Excellence across all industries

As diverse as the entertainment was the composition of the 2018 German American Business Award Winner. The event recognized companies that excelled in digitalization, innovation, and services in areas as diverse as



"We are proud to honor companies which advance industries, provide jobs, and generate economic growth both in Germany and the US,"

## Mark Tomkins, GACC Midwest President & CEO

efficient technology management, smart parking solutions and vision detection systems. As a special reveal for 2018, two of our members and ICATT Apprenticeship Program network companies, Hermle and Heidenhain, designed an exclusive, new award together. Sharing the origination process of the awards in a short, fun video, guests were poised to hear who was to take home those coveted awards.

Peter Riehle, President & CEO of WITTENSTEIN Holding Corp. and Chairman of the GACC Midwest Board of Directors, handed over the award

to three outstanding winners: CHG-MERIDIAN USA Corp., Clevercity Systems and BBS Automation. "German subsidiaries add substantial value to the US economy by delivering high quality products, technologies, and services. We are proud to honor companies which advance industries, provide jobs, and generate economic growth both in Germany and the US," GACC Midwest President & CEO Mark Tomkins closed the ceremony.

### **Wunderbar Together**

Even though the current political climate has been challenging,

especially in regard to our valued transatlantic cooperation, there are a lot of positive things happening between Germany and the US and our 2018 German-American Business Awards proved that the positive outweighs the negative by far. Rounding out the night with a multicourse dinner, a raffle with great prizes, live music, dancing, and more networking opportunities was an excellent reminder of the strength of German-American relations on a day-to-day basis and served as a reminder that we are indeed, Wunderbar Together. ■





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# MARK 51°7

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Nostalgia for times like the 1950s Fordist economy is nice, but it's not what's driving economies of the future. Dependence on innovation is key and Bochum's MARK 51°7 is forging ahead with access to the tools of tomorrow in a collaborative environment that puts creativity above all else. And since Bochum has become the epicenter of cryptology and encryption technology, the success is already showing.

## In The Heart Of It All



MARK 51°7 in Bochum is at the core of the fourth biggest metropolitan area in Europe. It's interwoven

network of communities form a hub for regional and international connectivity.

## The Control Center

Flexible, efficient and sustainable. That describes MARK 51°7's infrastructure perfectly and is why it has a distinct competitive edge when it comes to technological developments and Industry 4.0. Regeneration units and geothermal power provide sustainable energy supply, e-mobility reduces the use of fossil fuels and fiber optic cable creates lightning fast internet, directly connected to the most powerful internet exchange points worldwide (CDE-CIX & AMS-IX).

## Diversity Is Key

If you want to see how to attract new jobs and foster burgeoning industries, look no further than Bochum. They've forged a new identity that embraces resourcefulness, creativity and innovation. Their universities, startup incubators, makerspaces, FabLabs, sports events, exciting music and art scenes, parks and green initiatives all round out an ideal location for MARK 51°7 to nurture the next generation of specialists and creatives. ■



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### Contact information:

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Ministry for Regional Identity, Communities and  
Local Government, Building and Gender Equality  
of the Land of North Rhine-Westphalia



# German Machine Exports to US Rising

## Boom in the target industries generates investment goods

Article by Ullrich Umann, Germany Trade and Invest (GTAI) · Translation from German by Sandy Jones, GACC

**T**he US remains the most important foreign market for German engineering. Important customers are investing strongly in 2018 thanks to the good economic situation.

German machine manufacturers are finding a large sales market in the USA with wealthy industrial customers. This will not change for the foreseeable future, especially since mechanical engineering products have been left out completely in the ongoing discussion about US punitive

tariffs. With gross domestic product projected to grow by just under three percent and investment in China grow by seven percent in 2018, capital goods demand is at a high level.

### US Remains Dependent on Machine Imports

The US industry meets its machine demand (SITC 71-74) by 60 percent from its own resources. The rest is imported, primarily from China, Japan, Mexico and Germany. In 2017, US imports of machinery

increased 9.7 percent to \$ 226.2 billion (US \$). Germany held a delivery share of about 11 percent. German machine builders are particularly successful when individually adapted and high-quality solutions are needed.

### Many German Branches in the USA

The solid market position of German mechanical engineering benefits from the relatively high number of established German manufacturers. Their market knowledge and customer proximity are a valuable selling point. In the directory of members of the AHK USA, 83 German companies based in the United States can be found under the heading Mechanical Engineering and Automation. From the category sales and machine trade another 14 companies are added.

### Business cycle increases machine imports

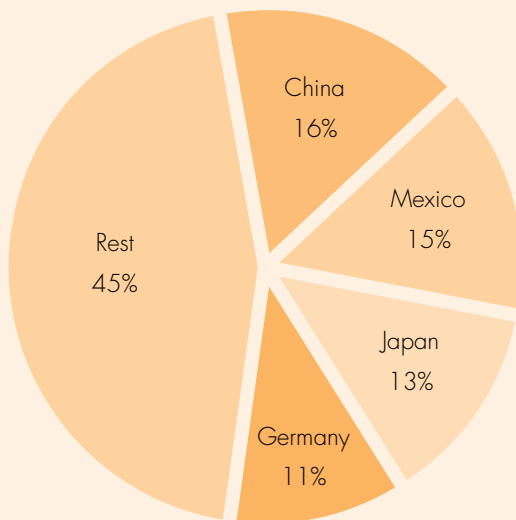
Imports of machinery and equipment are increasing in the current economic situation. For example, at 9.3 million euros, German deliveries in the first half of 2018 were 5.5 percent higher in value than in the same period of the previous year. At the same time, the US has defended its leading position as the target

USA: Growth forecasts for selected target sectors of mechanical engineering (in percent)			
Industry sector	2018	2019	Average 2018-2021
Automotive and automotive parts	3	3	2
Mining including oil and gas	2	2	1
Woodworking	4	4	1
Construction Metals	4	4	2
Construction	13	4	3
Engine and turbine construction	7	5	3
agricultural machinery	7	7	3
drilling equipment	20	6	9
Metalworking machines	4	5	3
industrial machinery	7	9	4
heavy commercial vehicles	13	4	2
Forging and stamping technology	7	9	2
Aerospace	3	6	6
shipyards	0	-3	-2
Steel and Iron	3	3	-1

Source: MAPI Foundation, 2018

The US remains the most important foreign market for German engineering. Imports of machinery and equipment are increasing in the current economic situation.

**USA: machine imports (percent, as of 2017)**



Source: US Department of Commerce, US International Trade Commission

market for German mechanical engineering at this time, just ahead of China. This is the result of the calculations of the German Engineering Federation (VDMA) based on data from the Federal Statistical Office.

VDMA Chief Economist Ralph Wiechers commented on this development as follows: "The threat and introduction of tariffs or extra-territorial sanctions, of course, unsettle many investors, although this is reflected in the engineering sector with a certain delay, because many customer projects are planned long-term and orders already placed have a lead time of In addition, German mechanical engineering





# GTAI GERMANY TRADE & INVEST



## About the Author

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technology continues to be in great demand in many countries in order to promote modernization.”

## Construction Machinery Particularly in Demand

The currently booming import business with construction and building material machines in the USA is attributable to the good construction sector here. Mechanical engineering companies from Germany accounted for 11 percent of these imports in 2017. An above-average increase in imports was also recorded by materials handling.

## Growth Champion Conveyor Technology

The German import share for conveyor technology in 2017 was 12 percent. The reason for the triumphant progress of conveyor technology from Germany is the increasing automation of production, the expansion of the online trade with its nationwide logistics centers and the expansion of the transport

infrastructure, especially of train stations and airfields.

By far, however, Germany's share of imports was by far the highest among plastics and rubber machinery in 2017, at around 29 percent, food and packaging machinery at 25 percent, and printing and paper machines at 24 percent. ■

## Import of selected machine types (in million US \$, change in percent)

SITC position	Description	2017	Change compared to 2016	From Germany
723, 728.3	Construction and building material machines, mining machines	12583	15.9	1392
724	Textile and leather machines	4274	10.3	363
725, 726	Printing and paper machines	2761	4.6	637
727, 745.27	Food and packaging machines	3480	-0.1	873
728.12, 728.44	Woodworking machinery	1374	12.3	238
728.42	Plastic and rubber machines	2099	11.2	600
742, 743.1	Pumps, compressors	9496	9.6	1564
744	materials handling	12886	13.6	1585
731, 733, 735	Machine tools for metalworking	7583	8.3	1473

Source: US International Trade Commission

A report on the US market for machine tools can be found at: <http://www.gtai.de/MKT201809218003>

Further information about the USA can be found at: <http://www.gtai.de/usa>

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WASHINGTON  
★ UPDATE ★

NEWS FROM INSIDE THE BELTWAY

# US Midterm Elections:

## Changes Are Coming to Washington

*By Caitlin Hickey, Director of Government Relations & Legal Affairs, RGIT*

**M**illions of Americans took to the polls on November 6, 2018 to cast their votes in the 2018 midterm elections. In total, all 435 seats in the House of Representatives, 35 out of 100 seats in the Senate, 36 governorships, and various state- and local-level positions and initiatives were on ballots across the country. Heading into election day, speculation swirled around whether the outcome would produce a so-called “blue wave” or “red tide” in reference to each party’s color. Since almost all races are now final, the general conclusion is that both parties can find something about which to be happy.

Looking at the congressional results, the Republicans expanded their majority in the Senate while the Democrats gained enough seats to clinch control of the House of Representatives. With the Lame Duck period winding down and a new Congress ready to begin work in January 2019, many questions surround how – or if – Washington will change.

### **Effect of the Election Results on the Administration**

More likely than not, it will be business as usual for the executive branch. Although the composition of Congress will change, many areas of foreign policy, trade, immigration, and deregulation are

within the purview of the President. There may be opportunities here and there for congressional oversight and of course Congress controls the financial strings, but otherwise the President can primarily progress his agenda in these areas without much interference from Congress.

However, there are a couple times when a President needs help from the Senate and so it is advantageous that the Republican party retained control there. As cabinet officials and other political appointees come and go, the President will still be confident that his selected replacements can be confirmed and instilled in their roles. But perhaps most





## RGIT REPRESENTATIVE of German Industry + Trade



notably, the Senate can continue advancing one of the President's signature achievements over the past two years: reshaping the federal judiciary for decades to come by placing conservative jurists on the courts.

### Legislative Priorities in the New Congress

With the House and Senate being in different hands, it underscores the need for compromise, without which there will be two years of obstruction and gridlock. It might seem preposterous to expect any sort of bipartisanship in a Washington often characterized by deeply divided rancor. Yet behind the scenes, there are enough dealmakers and common ground for Congress to forge ahead on a few policy issues. Furthermore, neither party has a broad majority in the House or Senate, so they do not need to win over many votes from the opposing party.

Policy ideas that are ripe for collaboration include financing for a major nationwide infrastructure overhaul, additional economic sanctions targeting Russia, pharmaceutical drug pricing reform, and addressing the skills gap through workforce development and vocational training. Even the proposed tax reform 2.0 that sailed quickly through the House before the midterms might garner enough interest from some Democrats on

the Senate side if they concentrate on attractive parts of the legislative package such as guaranteeing permanence for the individual tax cuts from the first tax reform or making it easier for families to save for retirement.

Nevertheless, the moments of unity and harmony within Congress might be few and far between. Controversial issues like funding for the wall along the Mexican border or repeal of the Affordable Care Act (colloquially known as "Obamacare") might be raised from time to time to keep these issues on the minds of the electorate base as the 2020 elections near. Yet they have little chance of passing because no piece of legislation can be enacted solely along party lines.

In addition, regaining the majority in the House means the Democrats will chair the committees that have oversight over the President and his agencies. They will not only decide which topics are featured during committee hearings, but certain committees also have investigative authority. If the Democrats so choose, they can guarantee that uncomfortable topics remain in the spotlight for endless news cycles.

### Looking Ahead to 2020

The dust has hardly settled on this year's midterm elections, but interest has already shifted to the next one

### About the Author



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This material is distributed by the Representative of German Industry and Trade (RGIT) on behalf of the Federation of German Industries (BDI) and The Association of German Chambers of Commerce and Industry (DIHK). Additional information is available at the Department of Justice, Washington, DC.

in November 2020. Over the coming months, both parties will reflect on what went right and wrong for them during this cycle. But perhaps the most obvious conclusion is that the slim majorities held by both parties in the House and Senate shows that the American people remain just as divided as before. Thus, there was no blue wave or red tide, but rather the landscape looks vaguely purple. ■

# Quintet Partners

## Global Advisory Services

Quintet Partners Offers a Custom Approach to Financial Advisory Services and Marketing Expertise for Global and Domestic Clients

**T**he GAT Magazine sat with GACC member Marc-André S. Buenger of Quintet Partners for insight on what's behind this company's unique business strategy.

### German American Trade

**(GAT):** Who is Quintet Partners?

### Marc-André Buenger (MAB):

Quintet Partners is the only and singular organization in the United States that does what it does.

It is a private partnership founded by

former domestic investment bankers and European equity and trading professionals that has been serving clients since 2002, the same year it received a formal endorsement from GE Capital. The two managing partners are myself, Marc-André Buenger, and Gene Cordiano.

Over our careers, Gene and I have worked in the investment banking field for the Americans, the Germans, the French, the British and the Swiss. The managing partners have global investment banking experience at the most senior levels, with the most elite institutions (UBS , Merrill Lynch, BNY Mellon, Groupe BPCE-Natixis, ICAP , Portigon AG, etc ).

We have a combined 55 years of experience in global investment banking, cost efficiency, and turn around expertise. The partnership has 21 professionals operating in management capacities nationally.

**GAT:** You mentioned that you are the only entity in the United States that "does what it does. " What do you do, specifically, and why are your services so unique?

**MAB:** Ah, that is the critical question! Quintet Partners is the only organization in the United States that executes double-digit savings for clients through a no fee, no risk, no obligation model.

We specialize in enhancing and expanding cash flow and elevating credit standing for companies of all sizes and composition.

We have clients that are actual single employee operations and clients whose revenues are in the billions with thousands of employees.

Again, we execute our expense reductions and cost saving through a no cost, no fee, no risk, no obligation platform. We are not hired or retained, and there is no compensation changing hands. We are focused on eight specific expense lines.

**GAT:** What are those Eight lines?

**MAB:** Telecom & technology, energy, insurance, credit card processing, logistics, payroll / HR / PEO services, tax credits and financial Services. All services are provided efficiently under one roof and at no risk and no cost to the client.

Also, let me mention that the work is



*Gene Cordiano, Managing Partner of Quintet Partners*



## Quintet Partners Global Advisory Services

seamless, off-site, non-obtrusive, and our turn-around on the double-digit savings analysis is quite quick, usually within 24-72 hours, and the client has zero resource expenditure in terms of time, effort and personnel.

**GAT:** I can see how there is no risk or obligation for the client, but if there is no fee and you are essentially offering a free service, how does Quintet Partners get compensated?

**MAB:** This is where we differentiate ourselves in the US. There are numerous organizations that take or, quite honestly, pilfer a percentage of their clients' cost savings and expense reductions as compensation. We do not do that.

The client never pays us and we don't touch any percentage of their savings.

We are peerless, in that our compensation is received through a vendor compensation structure. Our compensation comes through the vendor side, thus bypassing the client.

However, although our income is derived from the vendor, we are non-exclusive in our use of vendors. We are completely agnostic, impartial and objective and don't push certain vendors over others.

We are aligned with many small and medium sized vendors which are less recognizable nationally. But we are also aligned with vendors that are household names such as #1 in the

industry ADP in our payroll vertical and #1 in the industry First Data in our Merchant Card vertical and global icons like Berkshire Hathaway, Allianz and every other A1 rated carrier in our Insurance vertical or T-Mobile and Verizon and other global players in our Tech/Telecom vertical, and so forth.

The goal is always the same: drive aggressive double-digit savings for the client while simultaneously improving service. When our analysis is completed, we present our evaluation, we quantify our findings and then, when accepted by the client, we execute.

In the final analysis, it is always the client who chooses the vendor and the level of expense reduction suitable to their particular dynamic and needs. We just do all of the legwork and at no cost or risk.

**GAT:** As a member of the GACC, do you see a synergy between Quintet Partners' expertise and the broader GACC business community?

**MAB:** Absolutely. Let me be a bit presumptuous and blunt. We are likely the only GACC member that offers a service that is relevant for every single other GACC member. I cannot say that strongly enough. Every GACC member has costs and expenses. If you are the American subsidiary of a German based company, or you are a German-American start-up or a stand-alone business, why would you not be

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We, of course, offer our free and no risk service to every GACC member, and we look forward to becoming an integral part of the GACC community while building lasting and meaningful friendships with our fellow colleagues. ■



# Honoring the best and brightest for the future:

## The GACC Apprenticeship Awards

By Aruna Valliappan, GACC

**W**ith a tremendous number of open jobs in high-tech manufacturing and beyond, companies in the US face challenges in finding the right workforce. This is partly due to the fact that a college degree does not guarantee the transferrable skills needed in today's industry. Given that college is not for everyone to begin with, apprenticeships present an effective approach for filling those attractive and essential open positions. According to the US Department of Labor, the current number of active apprentices is 125% higher than the 20-year annual average. The dual model "made in Germany" that the GACCs have successfully adapted to the US market needs combines on-the-job training, provided by the employer that hires the apprentice, with job-related, standardized instruction at a community college, resulting in a degree for the apprentice.

### A Nationwide Celebration

The 2018 National Apprenticeship Week shone a light on the benefits of apprenticeship programs. Businesses and educational institutions got the opportunity to demonstrate their support for apprenticeships and to showcase their programs, facilities, and apprentices. On the occasion of the National Apprenticeship Week, the GACCs and RGIT presented their 2018 GACC Apprenticeship Award in Washington, DC. "This award celebrates companies for their leadership and innovation in workforce development by implementing German standard apprenticeship programs in the United States. We want to honor



*The 2018 GACC Apprenticeship Award winners and their apprentices are happy about their accolade. (from left to right: Trevor McCormick, Apprentice at Brose North America, Alexis Ojeda, Apprentice at WITTENSTEIN North America, Herbert Quelle, German Consul General Chicago, Peter Riehle, President & CEO of WITTENSTEIN North America and Chairman GACC Midwest Board of Directors, Mario Kratsch, Vice President GACC Midwest Board of Directors, Arnd Herwig, Vice President Development at Brose North America.)*

the efforts and investments made by companies, their engagement in workforce development and education as well as the creation of valuable career pathways for future generations," says Mario Kratsch, Vice President at GACC Midwest.

After an extraordinary keynote speech from Dr. Emily Haber, Ambassador of the Federal Republic of Germany, the award ceremony started. The 2018 GACC Apprenticeship Award honored Brose and WITTENSTEIN North America, a member of the ICATT Apprenticeship Program, for their efforts and investments in workforce development and education.

### An Industry-driven Approach

A remarkable fact about apprenticeships in the US is that a large part of

the trend is driven by companies. They view apprenticeships as a necessary and valuable investment in their company's growth as well as their workforce. "It is a necessary investment in WITTENSTEIN's future in the USA; we cannot grow the company without skilled employees. WITTENSTEIN is a high-tech company and needs highly educated and skilled employees" says Peter Riehle, President and CEO of WITTENSTEIN North America and Vice President of the GACC Midwest Board of Directors.

GACC Apprenticeship Award winner, Brose, developed and started apprenticeship programs to create pipelines for skilled trade positions as their processes and technologies are becoming more complex.

## The award celebrates companies implementing German standard apprenticeship programs in the United States.

“Especially in the technical departments, it is important to have highly qualified employees with the right qualifications, skills and mindset based on our company needs,” says Simone Gruebert, Training and Apprentice Coordinator of Brose North America, Inc.

The festive award ceremony was followed by a panel discussion on closing the skills gap with apprenticeships where representatives of the DIHK, the Department of Labor, the Skills Initiative GACC South, and apprentices of the winning companies could share their experiences. An interesting revelation from the panel discussion was that German as well as US apprenticeship experiences were pretty similar: Apprenticeships are not just seen as an efficient way to close the skills gap – they also offer a great opportunity to students to “earn while they learn” an in-demand profession. This is especially relevant since 75 % of college graduates have student loan

debt. Apprentices however, graduate debt free. “Take our ICATT Apprenticeship Program as an example,” says Mario Kratsch. “Our Network Companies cover all the costs of the program, including tuition, and pay a salary, as well as a school stipend.”

### A Paragon of German-American Cooperation

The GACCs are proud to support companies in the US in building a strong and loyal workforce. Especially in times of political uncertainties, the success and positive impact of German-style apprenticeship programs in the US adds to positive and constructive transatlantic relations. It underlines that both countries can combine their strengths to achieve innovative solutions to tangible challenges.

We would like to congratulate our winners Brose North America and WITTENSTEIN North America and thank them for supporting apprenticeship programs by training a globally competitive workforce. ■

### For more information

For more information on apprenticeship programs across the US and to register for our Skills newsletter, go to

>> [www.ahk-usa.com/skilled-workforce](http://www.ahk-usa.com/skilled-workforce)

### About the Winners:

#### Brose North America, Inc.

Brose is the world's fifth-largest family-owned automotive supplier. The company develops and produces mechatronic systems for vehicle doors and seats as well as electric motors and drives. Brose has been a committed partner to the North American market since 1993. The mechatronic specialist now counts eleven locations across Canada, the United States and Mexico and employs approximately 5,000 people in the region. The entire range of Brose products is manufactured throughout the North American facilities, from window regulator and door modules to seat systems.

>> [www.brose.com](http://www.brose.com)

#### WITTENSTEIN North America

Since 1992 WITTENSTEIN in North America has supported the US, Canada and Mexico with solutions that embody the excellence and integrity that define WITTENSTEIN. The North America headquarters in Bartlett, Illinois employs more than 125 people in executive, sales, engineering and technical support roles, as well machining, assembly, testing, service and inventory of products. The state-of-the-art machines and technical capabilities at this facility support WITTENSTEIN worldwide with mechatronic projects that integrate motors, gearboxes and controls. Dedicated to excellent customer support in product, delivery and service, WITTENSTEIN North America is certified to the latest ISO 9001-2015 standard. Learn more at:

>> [www.wittenstein-us.com](http://www.wittenstein-us.com)



High Five! Peter Riehle, President & CEO of WITTENSTEIN North America and his apprentice Alexis Ojeda are proud of their achievement.

# New Jersey Takes Decisive Step to Implement Dual Education Programs

Apprenticeship opportunities for Women in Construction and Utilities Industry was the focus of a summit held at New Jersey Institute of Technology (NJIT) on November 1.

**M**atthew Allen represented the GACC as part of a panel discussion on work-based learning, which is gaining momentum in New Jersey. The GACC is thrilled to be collaborating with the Garden

State on creating skills enhancement programs for its current and future workforce.

In a strong show of his administration's intent on working with the GACC on dual education programs, NJ Governor Philip Murphy last month signed a Joint Declaration of Intent with the DIHK in Berlin. This document specifies a joint commitment to "...promoting technical education and training as a factor in individual development and achievement, economic and workforce development, and social growth, as well as means for strengthening the ties between the participants..."

Among the initial goals set forth by

the GACC - New Jersey Declaration are:

- Exchange of information, experience, and best practices
- Fact-finding missions and expert meetings when warranted
- Partnerships with German business operating in the State of New Jersey

"The GACC is extremely delighted and honored that Governor Murphy, on behalf of the State of New Jersey, has chosen our organization for support and guidance on dual education practices," said Dietmar Rieg, President & CEO of the GACC NY. "It's a great example of the enduring ties that bind the US and Germany and something that clearly benefits the business community in both nations." ■



*Matthew Allen (pictured, seated far right) represented the GACC as part of a panel discussion on work-based learning which is gaining momentum in New Jersey. The GACC is thrilled to be collaborating with the Garden State on creating skills enhancement programs for its current and future workforce*



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**Anna Kraft**

Manager,  
Events & Communications



**From:** Dortmund, Germany

**Interests:** International relations, dance (Pina Bausch), stand-up comedy, travel, culinary delicacies

**Past career:** Various research and PR/marketing positions in consulting (CGI, McKinsey&Company) and education (University of Münster, UC Berkeley) in Australia, Canada, Germany, and the US

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>> akraft@gaccwest.com

**What do you like about your job?**

The diversity of the work that I do ensures that no day is like any other. I started my job with the Representative of German Business (GACC West) in August and have already planned several delegation trips, developed the concept for the Grand Opening event, planned a conference and organized our annual Oktoberfest. Bringing people together and helping them expand their network is a fun challenge, especially in this fascinating and fast-paced region: The West Coast of the United States has a unique innovation ecosystem because it's a junction point for academia, the private sector, and the U.S. government and sets the trends for the 21st century. In addition, I'm part of a fantastic team. Everybody is committed to their work and really wants our clients to succeed.

**What are your goals?**

I personally believe in the power of diversity. Therefore, I am thrilled that

the Representative of German Business (GACC West) will focus on this important and pressing societal issue. This globally relevant challenge affects businesses and their successful market performance more than ever before, especially in regard to encouraging innovation. With this in mind, I would like to include our members' interests and concerns into the 2019 agenda planning and offer relevant events, workshops, and other networking opportunities.

**Upcoming projects?**

It's crucial to drive the development of the Innovation Solutions department and to create a concept for new event formats that will benefit our clients, such as the Innovation-Camp BW project. In addition, we want to reach out to current and potential members to get a better sense of where we can provide better support and create tailor-made events that enable clients to set their course for the future. ■

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 <p><b>Event Calendar</b> Q1 2019</p>		 <p><b>January 4</b> New Year's Reception – NC Chapter</p> <p>Held by GACC South Charlotte, NC <a href="http://www.gaccsouth.com">www.gaccsouth.com</a></p>	 <p><b>January 10</b> New Year's Reception – Dallas</p> <p>Held by GACC South Dallas, TX <a href="http://www.gaccsouth.com">www.gaccsouth.com</a></p>	 <p><b>January 16</b> European Business Networking</p> <p>Held by GACC Midwest Chicago, IL <a href="http://www.gaccmidwest.org">www.gaccmidwest.org</a></p>
 <p><b>January 17</b> New Year's Reception – SC Chapter</p> <p>Held by GACC South Greenville, SC <a href="http://www.gaccsouth.com">www.gaccsouth.com</a></p>	 <p><b>January 17</b> New Year's Reception – Houston</p> <p>Held by GACC South Houston, TX <a href="http://www.gaccsouth.com">www.gaccsouth.com</a></p>	 <p><b>January 24</b> New Year's Reception – Atlanta</p> <p>Held by GACC South Atlanta, GA <a href="http://www.gaccsouth.com">www.gaccsouth.com</a></p>	 <p><b>January 29</b> New Year's Luncheon with Dr. Emily Haber, German Ambassador to the United States</p> <p>Held by GACC NY New York, NY <a href="http://www.gaccny.com">www.gaccny.com</a></p>	 <p><b>January 29</b> German American Business Outlook 2019</p> <p>Held by GACC NY New York, NY <a href="http://www.gaccny.com">www.gaccny.com</a></p>
 <p><b>January 30</b> German American Business Stammtisch</p> <p>Held by GACC South Greenville, SC <a href="http://www.gaccsouth.com">www.gaccsouth.com</a></p>	 <p><b>February 5</b> Sustainable Mobility Forum: Optimizing and Integrating Urban Mobility Networks</p> <p>Held by GACC South Birmingham, AL <a href="http://www.gaccsouth.com">www.gaccsouth.com</a></p>	 <p><b>February 5</b> EACC Pitch&amp;Mix   Focus: Med Tech</p> <p>Held by GACC NY New York, NY <a href="http://www.gaccny.com">www.gaccny.com</a></p>	 <p><b>February 5</b> German American Business Summit</p> <p>Held by GACC South Charleston, SC <a href="http://www.gaccsouth.com">www.gaccsouth.com</a></p>	 <p><b>February 6</b> Business Luncheon Series</p> <p>Held by GACC Midwest Schaumburg, IL <a href="http://www.gaccmidwest.org">www.gaccmidwest.org</a></p>
 <p><b>February 7</b> Sustainable Mobility Forum: Optimizing and Integrating Urban Mobility Networks</p> <p>Held by GACC South Oklahoma City, OK <a href="http://www.gaccsouth.com">www.gaccsouth.com</a></p>	 <p><b>February 7</b> Cybersecurity: Threats affecting businesses, government, and non-profits.</p> <p>Held by GACC NY New York, NY <a href="http://www.gaccny.com">www.gaccny.com</a></p>	 <p><b>February 8</b> 2019 Economic Outlook for the South</p> <p>Held by GACC South Atlanta, GA <a href="http://www.gaccsouth.com">www.gaccsouth.com</a></p>	 <p><b>February 12</b> German Aerospace Conference</p> <p>Held by GACC West Seattle, WA <a href="http://www.gaccwest.com">www.gaccwest.com</a></p>	
 <p><b>Mid February</b> GACC New Year's Kick-Off</p> <p>Held by GACC West San Francisco, CA <a href="http://www.gaccwest.com">www.gaccwest.com</a></p>	 <p><b>February 20</b> European Business Networking</p> <p>Held by GACC Midwest Chicago, IL <a href="http://www.gaccmidwest.org">www.gaccmidwest.org</a></p>	 <p><b>February 27</b> YPN Workshop – How to build your network</p> <p>Held by GACC NY New York, NY <a href="http://www.gaccny.com">www.gaccny.com</a></p>	 <p><b>February 28</b> Industrial IoT Deployment: How to Bring Value to your Organization</p> <p>Held by GACC South Greenville, SC <a href="http://www.gaccsouth.com">www.gaccsouth.com</a></p>	 <p><b>March 6</b> Business Luncheon Series</p> <p>Held by GACC Midwest Schaumburg, IL <a href="http://www.gaccmidwest.org">www.gaccmidwest.org</a></p>
 <p><b>March 7</b> STEP Pitch Night – March</p> <p>Held by GACC NY New York, NY <a href="http://www.gaccny.com">www.gaccny.com</a></p>	 <p><b>March 8</b> Annual Members Meeting</p> <p>Held by GACC Midwest Chicago, IL <a href="http://www.gaccmidwest.org">www.gaccmidwest.org</a></p>	 <p><b>March 14</b> Spring Networking Mixer</p> <p>Held by GACC South Atlanta, GA <a href="http://www.gaccsouth.com">www.gaccsouth.com</a></p>	 <p><b>March 20</b> European Business Networking</p> <p>Held by GACC Midwest Chicago, IL <a href="http://www.gaccmidwest.org">www.gaccmidwest.org</a></p>	 <p><b>March 27</b> German American Business Stammtisch</p> <p>Held by GACC South Greenville, SC <a href="http://www.gaccsouth.com">www.gaccsouth.com</a></p>
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