

GERMAN AMERICAN TRADE

NOV/DEC 2013



JKJ&H International: It's A Risky World

**T-Venture's Startup Funding:
"We Don't Give Dumb Money"**

**Welcome to the C-Suite:
Interview with Berend Bracht,
President & CEO, Bosch Rexroth**

Nov/Dec 2013 • Vol. 24 • No. 6 • \$5.00



AHK

German American
Chambers of Commerce
Deutsch-Amerikanische
Handelskammern



REPRESENTATIVE
of German Industry + Trade



It's time to rediscover Europe

Euromaxx is your chance to experience the glamour, atmosphere and way of life that continues to define Europe and its people on a daily basis.

Available on Verizon FiOS TV, Time Warner Cable, Cablevision iOTV and Comcast. Subscribe to DW now!

The U.S. and the EU: Trade and Growth

As the new U.S. Ambassador to Germany, I place trade and investment at the very top of my agenda, consistent with a broad effort by the United States to strengthen the economies on both sides of the Atlantic and help secure more good jobs for Americans and Europeans alike.

Germany's economy remains strong in Europe, and the United States has taken note. Part of Germany's economic strength lies in its focus on export-based manufacturing. The Obama Administration is promoting manufacturing in the United States and job skills training, like the successful German models. President Obama also created the SelectUSA initiative to encourage companies from around the world to locate new facilities in the United States.

Why invest in the United States? A wealth of reasons, including direct access to a large consumer market, an educated, motivated workforce, a stable legal system, and respect for intellectual property. Many U.S. states and cities are also eager to work with sophisticated German companies to insure that the entire investment process is smooth, and that everything meets the investor's needs.

While working in the Clinton White House during the 1990s, I helped to secure Congressional approval of the Uruguay Round of the General Agreement on Tariffs and Trade. I now look forward to supporting a new agreement of unprecedented scope and opportunity that can take the U.S. and Europe from a history of shared security cooperation to a bright future of mutual prosperity.

Last July, negotiations began on a Transatlantic Trade and Investment Partnership (T-TIP). The case for a comprehensive agreement could not be stronger or more timely. After years of sluggish growth at best, and some dismal unemployment figures, the EU and the United States can now support



each other through liberalized trade and increased investment in each other's markets to achieve robust recovery. If approved and ratified, T-TIP would be the largest trade and investment agreement in history. It would be a powerful tool for simplifying a regulatory thicket; it would create jobs; and it would increase average household wealth. And it would do this without undermining our strong regulatory commitment to the health, safety and environmental protection of our citizens. As USTR Michael Froman recently said: "When we talk about regulation and standards, we are talking about how to bridge the divergences between two well-regulated markets, not about launching a broad deregulatory agenda." Beyond the potential economic benefits to both economies, T-TIP is an opportunity to reaffirm our strong ties with the EU in a modern, forward-looking way, while also supporting the multilateral trading system.

As the President's personal representative in Germany, I am ready to help and support those efforts in any way I can.

Sincerely,
John B. Emerson,
U.S. Ambassador to
the Federal Republic of Germany

TRANSATLANTIC TICKER

German American Company News 4

ECONOMIST'S CORNER

Dr. Harm Bandholz, UniCredit Chief Economist:
"Partisanship Has Shown its Ugly Face" 7

COVER STORY

It's A Risky World:
JKJ&H Manages the Cost of Global Risk 8

SPOTLIGHTS

DOL: Growing a 21st Century
Manufacturing Workforce 12

Immigrant Entrepreneurship –
German-American Business Biographies 14

Grenzebach Celebrates 25 Years in Georgia 16

T-Venture's Startup Funding:
"We Don't Give Dumb Money" 18

WELCOME TO THE C-SUITE

Interview with Berend Bracht,
President & CEO, Bosch Rexroth Americas 20

GTAI INDUSTRY TALK

"Made in Germany"? Sometimes,
"Made in the USA" is more Attractive 22

WASHINGTON UPDATE

BDI and DIHK Delegation in Washington –
Fostering Transatlantic Exchange on Trade 24

STATE SPECIAL

Nevada: The Silver State
with a Golden Future? 26

MEMBER PROFILES

KettenWulf USA – Trust in Technology 30

German American Friendship –
Interview with Rainer Kunst, CEO of
Kunst und Kollegen communications, Inc. 32

FRITSCH GmbH – Milling and Sizing
Launches a Subsidiary in the U.S. 34

EVENT CALENDAR

Events & Delegations: Nov/Dec 2013 37



Kemper America Purchased Site in Georgia

A German-based leader in welding and exhaust safety equipment, Kemper America, recently bought more than 15 acres in Dawson, GA for its North American operations. Kemper America purchased the property with plans to build a 20,000-square-foot facility. Initially intended to house Kemper's sales and warehousing, the facility could, over the long term, also include manufacturing and dozens of new jobs. President Ben Howell hopes to break ground in the spring in anticipation of opening by the end of 2014. "We've been in business in Georgia for the last 17 years, but we've always rented our facility," Howell said. "We're growing by about 20 percent each year and need more space." Established in 1977, Kemper is a leader in systematic air purification at welding work places.

>> www.dawsonnews.com

Siemens Shakeup Returns Power to Country Managers

Siemens' new Chief Executive Joe Kaeser is returning more power to lower-level managers around the world with the aim of making the engineering group more nimble. The company, Germany's second-biggest by market value, said in a statement it was doing away with a level of regional management it calls "clusters", introduced by former chief executive Peter Loescher in 2008, to return to a flatter hierarchy and make it easier to take quick decisions. "Eliminating the clusters will make Siemens more streamlined and closer to the markets," Siemens said as around 600 of its managers held an annual meeting in Berlin. Kaeser, a 33-year company veteran, was

named as CEO at the end of July after Siemens dumped Loescher four years before the end of his contract, following a series of profit warnings. Now he has to find a way to whip into shape a lumbering conglomerate with 78 billion euros (\$105 billion) of annual sales and products ranging from gas turbines to high-speed trains and ultrasound machines.

>> www.reuters.com

Germany's 'Gummy Bear King' Dies Age 90

Hans Riegel, the man behind Germany's Haribo confectionery and much-loved gummy bears, has died aged 90 from heart failure, his office said. Riegel spent almost 70 years at the helm of Haribo, which was founded by his candymaker father in 1920. From a small firm struggling with the shortages of post-war Germany, he built it into a world famous brand exporting to 100 countries.

>> www.reuters.com

Feuer Powertrain GmbH Announces U.S. Headquarters in Mississippi

Officials from Feuer Powertrain GmbH have announced Tunica, MS as the location for the company's first U.S. manufacturing facility. The project is a \$140 million corporate investment and will create 300 new jobs. FeuerPT, manufacturer of crankshafts for the automotive and transportation industry, will begin construction of the Tunica facility in the fall of 2013. Production is slated to begin in late 2014 or early 2015. After an intensive site selection process, the company is convinced that choosing Tunica is the right move. The professional support of the state of Mississippi and the

county of Tunica as well as a business-friendly atmosphere were decisive factors for expanding the company's global manufacturing footprint.

>> www.ponsatlanticpartners.com

Global Wind Power Market Will More Than Quadruple by 2030

Germany's Siemens, the world's no.3 maker of wind turbines, expects the global wind power market to more than quadruple by 2030. "The market will shift away from Europe significantly," Markus Tacke, chief executive of the German company's Wind Power division, said at a renewable energy conference in Berlin. He said globally installed wind power capacity would increase to 1,107 gigawatt (GW) in 2030 from 273 GW in 2012. Siemens Wind Power, part of the group's Energy division, achieved sales of EUR3.55 billion (\$4.76 billion) in the first nine months of Siemens' fiscal year, down 1 percent year on year.

>> www.reuters.com

BASF & Yara Mull Joint U.S. Ammonia Plant

German Chemicals firm BASF and Norwegian fertilizer maker Yara may invest in a "world scale" ammonia plant around the U.S. Gulf Coast, Yara said in a statement. "Yara, with its global ammonia network and market expertise, seeks to increase its presence in the United States," it said in a statement. "BASF, which has a strong presence in the United States, is currently a major user of ammonia for its U.S. downstream manufacturing activities and intends to further strengthen its backward integration."

>> www.reuters.com

German Company Sortimo International Expands North American HQ in Georgia

German-based Sortimo International is expanding its North American headquarters in Gwinnett County, GA, and is expected to add 30 jobs. The expanded facility in Peachtree Corners will serve as a pre-assembly and installation center to benefit clients in the metro Atlanta area, according to a statement released by Gwinnett Chamber Economic Development. Sortimo is a provider of van-racking solutions. Through a partnership with Knapheide Manufacturing Company, Sortimo's expanded facility will also be the national distribution center for the company's new product line.

>> www.bizjournals.com

Expats: After Stints Abroad, Re-Entry Can Be Hard

Spending a few years overseas can vault ambitious employees into senior leadership positions. But companies aren't always prepared when those workers return home, veteran expatriates and executive recruiters say. Often, the right domestic jobs aren't open, or management fails to recognize and reward the skills developed during the time abroad, they say. The resulting frustrations can cause some managers to stumble, and even send some out the door. Companies take steps to prepare for returning employees, offering career planning, sponsors and opportunities to connect with senior leadership.

>> www.wsj.com

AmCham: Top 50 U.S. Companies in Germany

The American Chamber of Commerce in Germany released its annual sales-based ranking of the largest U.S. subsidiaries in Germany based on revenues in 2012. Ford, ExxonMobil and Phillips 66 Continental are the strongest U.S. companies in Germany. The biggest employer among U.S. companies in Germany is McDonald's Deutschland with 64,265 employees (including franchises), followed by Ford-Werke (24,362) and IBM Group (22,000; estimate). The top 50 companies together represent growth of 1.3%; sales of American subsidiaries in Germany exhibited slight growth, thereby growing more than Germany's overall economy (0.7%).

>> www.amcham.de



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

Energiewende: Germany's Lost Generation

Germany's renewable energy transition ('Energiewende') has been the topic of heated debate over whether a renewables-only future is smart for the planet, technically feasible, and economically desirable. Analysts have voiced serious skepticism; magazines like Der Spiegel and the Washington Post have published heavy critiques of the German energy policy. In the other corner are several full-throated supporters of the Energiewende. The Energiewende has undoubtedly helped drive down the real costs of renewable energy technologies, and driven innovation in grid operations and business models to make intermittent energy cheaper. But renewables boosters have used the German story as proof-of-concept for their long-desired goal of 100 percent renewable-electricity systems, which the Energiewende is far, far from exemplifying.

>> www.theenergycollective.com

Tesla Challenges BMW on Home Turf as Germans Go Green

Tesla Motors Inc., the electric-vehicle maker led by billionaire Elon Musk, is pushing beyond the friendly confines of California to take on the world's biggest luxury-car brands in their home market. Tesla will have six stores in Germany after adding locations in the coming months in Berlin and Stuttgart, home to Mercedes-Benz parent Daimler AG. The startup already has sales centers in Frankfurt, Düsseldorf, Hamburg and Munich, Bayerische Motoren Werke AG (BMW)'s hometown.

>> www.bloomberg.com

U.S. Energy Lifting Economy More Than Expected

Rising U.S. oil and natural gas production is having a bigger impact on the U.S. economy than estimated a couple years ago, according to the leading economic consulting firm IHS. The explosion in domestic energy production now supports 1.2 million jobs, directly or indirectly, and that number will likely grow to 3.3 million by 2020. New energy's contribution to U.S. families' disposable incomes will hit \$2,000 per household per year by 2015, said IHS.

>> www.usatoday.com

Bertelsmann Expands Music Business With U.S. Joint Venture

Bertelsmann, the German media giant, has expanded its recent efforts to return to the music business through a \$150 million deal with Primary Wave Music, an American company that handles music publishing rights, artist management and marketing. In the deal, signed over the Labor Day weekend, BMG Rights Management, Bertelsmann's music arm, will buy the bulk of Primary Wave's publishing assets, including rights to songs by Hall & Oates, Nirvana, Aerosmith and Earth, Wind & Fire.

>> www.nytimes.com

The Startup Scene: Accelerator and Incubator Hype in Germany

In the past couple of years, several well-known accelerators and incubators have been established in Germany. Berlin as the hub and origin of many German startups is still the scene's stronghold par excellence. So it comes as no surprise that many accelerator and incubator programs are based precisely in this area. If you are familiar with the startup ecosystem, you have heard of the Startupboot-

camp Berlin or the Berlin Startup Academy, BSA. While the Startupbootcamp is supported by Daimler and Bosch, BSA is an independent program. Other major players in the startup scene are Deutsche Telekom's hub:raum and the Siemens Technology Accelerator. But also several media groups get in on the action, such as Burda-Media's dldventures, Axel Springer with PlugandPlay as well as ProSieben-Sat.1 with its own accelerator. Giants in the food industry (REWE, Coca-Cola) and pharmaceutical heavyweight Bayer Health Care are still in the developmental phase of their concepts.

>> www.webmagazin.de

Auto Suppliers Webasto-Edscha Cabrio USA and ADVICS North America, Inc. Plan Expansion in Michigan

A \$6.8 million investment in Plymouth Township's, MI, industrial corridor by two auto suppliers could bring more than 100 engineering, research and manufacturing jobs there, plus help retain over 40 more jobs. Webasto-Edscha Cabrio USA and ADVICS North America, Inc., were each given the green light by the township for a tax break on building improvements and new tools and equipment they plan to bring to their facilities in the Metro West Industrial Park. Webasto, part of a German company and the descendant of Karmann USA, makes convertible and open-air automobile tops and is the largest manufacturer of such systems in the world.

>> www.hometownlife.com

Germany Packaging Player Gizeh Expands Into North America

Plastics packaging specialist Gizeh is expanding its presence in North America with the construction of a

Partisanship Has Shown its Ugly Face

With the two-week government shutdown in early October, partisanship in Washington has shown its ugliest face. This escalation should serve as a reminder that successful politics require the willingness to compromise. And this willingness will be tested again soon. After all, the deal that reopened the government and lifted the debt ceiling has only kicked the can down the road for a few months. There are new deadlines looming in mid-December, mid-January and early February. As most Republicans have now understood that the current political constellation makes changes to the new health care law ("Obamacare") impossible, the focus is back on budget issues.

Over the next two months, a bipartisan committee of Congress will negotiate over broader budget issues. The main focus will be to find either entitlement or revenue replacements for the sequester, the automatic spending cuts that have been in place since this year. Democrats would like to delay some of the cuts into the future and replace others with higher revenues. Republicans, on the other hand, want to at least keep the amount of overall spending

cuts, but would like to shift some of them from defense to entitlements. If the committee wants to have any chance to succeed, the two parties might need to look in the mirror and acknowledge some facts first: On the one hand, Republicans have to stop blaming the Obama administration for being the main culprit for the elevated public debt. According to the Center for Budget and Policy Priorities, it is in fact the Bush tax cuts and the unfunded wars in Afghanistan and Iraq that account for nearly half of the outstanding debt. Democrats, on the other hand, will need to acknowledge that entitlement costs are in fact the main driver of future deficits, which need to be addressed. According to the Congressional Budget Office, spending for Social Security and major health care programs will rise over the next 25 years to 14.2% of GDP, more than twice the average over the past four decades.

Instead, the political parties will probably waste another opportunity and fall back into partisan trench warfare. In other words, I do not think that the budget committee will be able to find common ground, which means that the sequester in its



Dr. Harm Bandholz, CFA
Chief U.S. Economist
UniCredit Research

>> harm.bandholz@unicredit.eu
>> www.unicreditgroup.eu



current form will continue next year. Does that also imply another shutdown or debt ceiling stand-off in January? I do not think – and certainly hope – so! After the most recent fight sent their approval ratings to record lows, Republicans are unlikely to risk another gamble only months before mid-term elections. But that is the really the only good news coming out of Washington these days. ■

production facility in Brantford, Ontario. The company says that construction of the new facility is almost done and that test production should lead to the start of production by the end of 2013. From its new location in Brantford, the company plans to support its customers throughout North America with solutions for rigid plastic packaging in the cosmetics category.
>> www.cosmeticsdesign-europe.com

Winemakers in Germany are Exporting More Than Ever

Germany may be famous for its beer gardens and the Bavarian Purity Law, but the wineries of Germany have edged their way into the liquid export market. Wine in Germany has often been underrated due to the prolific grape production of its western and southern neighbors, but in recent years the wine industry has taken off. In 2011, the Federal

Statistical Office reported that German wine exports accounted for 348 million euros.

>> www.germany.info

Follow the Ticker on Twitter
>> [www.twitter.com/ta_news](https://twitter.com/ta_news)



Visit us on the web at
>> www.transatlantic-news.com

or visit our website at
>> www.gaccny.com/news/transatlantic-news-ticker/

It's A Risky World:

JKJ&H Manages the Cost of Global Risk

It's a risky world out there, but Johnson, Kendall & Johnson and its joint venture, JKJ&H International in Newtown, Pennsylvania, have invested in expertise to manage risk German companies face in the U.S. market. However, this is not a dry article about insurance. The story of JKJ&H is one based on a strong transatlantic friendship and a commitment to creating seamless international insurance solutions.

Overcoming The Hurdles

JKJ&H's primary focus is providing risk management, employee benefits and compliance advice to companies working in both Germany and the United States. Whether an entity is considering entry into the United States or Germany, or managing an ongoing company, the issues can be daunting.

The differences in the German and American insurance markets stem from the origins of the two countries' legal systems. The German insurance market is governed by statute. For example, employee benefits and worker's compensation recovery limits are set by statute on a federal level. Insuring those risks costs less, and insurance is a transactional business. German managers tend to think of insurance in a more finite way because litigation risks can be less costly. In the United States, insurance is regulated on a state-by-state level, based on the development of the common law. Worker's

compensation and employee benefits are privatized, and the insurance premiums can be much higher when compared to what German companies may be used to paying in Germany. Julie Bartl, Vice President of JKJ Employee Benefits, notes, "For example, most German companies are not prepared for the complexities of American employee benefits." The United States is a more litigious marketplace, which adds further complexity and cost to purchasing appropriate insurance coverage.

Although the United States is unique, relative to litigation and risk, U.S. entities are able to solve the mitigation of risk in a cost-effective way. The European perception is to avoid the United States' litigation risks, but there are many feasible solutions available. Bruce R. White, Principal of JKJ, adds "The difference in insurance coverage is a hurdle that German companies have to get over, but not a wall. German companies should feel encouraged to enter the U.S. market."

Communicating Risk Between Two Worlds

Given the differences in German and American insurance markets, one of the most difficult obstacles in managing risk is communicating the market differences. Typically, respective insurance companies and brokers located in each country do not effectively communicate with each other. Sometimes, if different

"The difference in insurance coverage is a hurdle that German companies have to get over, but not a wall. German companies should feel encouraged to enter the U.S. market."

– **Bruce R. White,**
Principal of JKJ



brokers are representing an international client in each country, they can perceive each other as competition. Bruce F. White, Account Executive at JKJ&H, says, "In contrast, JKJ&H analyzes global insurance programs as a whole to mitigate coverage gaps resulting from poor communication and a lack of cultural understanding."

John Wright, Principal of JKJ&H, notes, "The most common situation we encounter in any international transaction is that the local man-

agement group says, 'We're sure that's being handled by our international department. When you ask the 'international department', they say, 'We're sure that's being handled at the subsidiary level', but no one actually asks the question. In almost every face to face meeting we've discovered a gap in coverage that was assumed to be handled differently.'

One example of this coverage gap problem occurred five years ago. JKJ&H was hired by a German

company to audit their insurance policies. The German company had a "FLEXA form property policy" – a typical type of coverage in Germany, covering fire, lightning, explosion and aircraft. As JKJ&H reviewed the policy they noticed that the German FLEXA form also covered its U.S. subsidiary's \$30million facility. However, to be properly covered for risks such as natural disasters, that U.S. facility would need to conform to the "best local standards" for the state where the facility is located. In its audit, JKJ&H found significant



Left:
John Wright, Bruce R. White,
and Julie Bartl lead the JKJ Team

Below:
Daniel Reck, John Wright,
and Bruce F. White lead the
JKJ & H International Team



Right:
Christian Hörtkorn,
Owner & Managing Director of
Dr. Friedrich E. Hörtkorn GmbH



“Most of our international work is making sure that coverage gaps are closed.”

– John Wright, Principal of JKJ&H International

coverage gaps, and advised the company to close those gaps by amending its policy. This amendment did not cost the German parent company additional premium. When Hurricane Sandy hit last fall, and damaged the U.S. facility, this amendment saved the German company millions of dollars in damages. Had the company not amended its policy, the loss would only have been covered up to \$100,000 of the damages. Mr. Wright notes, “This type of coverage gap happens all the time. Most of our international work is making sure that coverage gaps are closed.”

From Friendship to Joint Venture

The catastrophic results of coverage gaps motivated JKJ to create JKJ&H International. Mr. Wright explains, “JKJ & H came out of the friendship I have with Dipl.-Kfm. Christian Hörtkorn, of the German insurance broker Dr. Friedrich E. Hörtkorn GmbH. Hörtkorn is among the top 5 privately held German brokers. We were complaining to each other about the significant gaps in how clients were being served across

borders.” Mr. Hörtkorn suggested that the two companies exchange employees so that each could learn about the business practices and local issues of the other. Daniel Reck, Vice-President of JKJ&H, was sent to Newtown, Pennsylvania to work with JKJ. One of JKJ’s employees went to Germany, and both companies benefitted. In 2008, JKJ and Hörtkorn, each decided to invest 50% in a joint venture, JKJ&H International.

Both firms recognized a need to develop a strong background in providing solutions for managing risks in a coordinated fashion. Both firms are also key members of UNiBA-Partners, one of the largest independent international broker networks. UNiBA-Partners has 56 members and represents more than 130 countries worldwide. Mr. Wright is the current President of the UNiBA-Partners. Through UNiBA, JKJ&H has the ability to address risk management issues for companies that have operations around the world.

A Global Network

Most brokerages operate within a close proximity of their office and they network with other local businesses. JKJ does not see geography as a limitation, but extends their resources globally. JKJ has shifted to a different model of insurance brokering. Over the years, JKJ invested in adding expertise in every state. As a result, JKJ now serves clients in 43 states. In fact, Mr. Wright adds that, “We’ve written as much new business in Texas as we have in Pennsylvania, and the international

component is a part of that global outreach.”

Both JKJ and JKJ&H also invest in the personal touch. Mr. Wright notes, “When we fly to Germany to meet with a client, that company knows they are dealing directly with both American and German experts from the JKJ&H team. We’ve worked very hard to understand the way Germans do business and to communicate with German business people. Mr. Reck is a critical member of our team because he was educated in Bamberg and Heilbronn and worked for many years in Germany.” Mr. Reck, and his American counterpart Bruce F. White, understand how to handle client accounts around the world, and focus on international insurance programs and compliance.”

Investing in Employees

JKJ is a fun place to work, just ask the employees! Mr. Wright explains, “We work very hard on behalf of our clients, but our success derives from helping our employees to succeed. It’s hard to be great at your job when you’re worrying about who is higher on the organizations chart than you are.” Mr. White adds, “We hire talented people who are passionate about helping our clients reach their business goals.”

Recently, JKJ became the official insurance broker to the Philadelphia Eagles. JKJ was hired by the Eagles because they wanted specific expertise on managing their risk for the stadium and events. As an Eagles’ partner, JKJ is organizing an event where all the Philadelphia-based international chambers of commerce

can get together and network at an Eagles' game. JKJ wants to see Philadelphia become a leader in the international business community because it has a large number of foreign-owned subsidiaries.

JKJ and JKJ&H think globally and therefore are able to provide seamless coverage to their local and international clients. It may be a risky world, but that risk is manageable with the right partners. ■

Contact Information:

JKJ & H International

109 Pheasant Run
Newtown, PA 18940

(215) 968-4741

>> www.jkj-h.com



JKJ wins Philadelphia Business Journal's "Best Places to Work" for the third year in a row

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

Growing a 21st Century Manufacturing Workforce

By John V. Ladd

The U.S. Department of Labor's Office of Apprenticeship (OA) has been working with the German Embassy, German-American manufacturing companies and the German American Chambers of Commerce to assist with the advancement of the German Skills Initiative. The U.S. Registered Apprenticeship system, with either federal or state staff in every state, is somewhat similar to the German Dual System (but with important differences as well). We work with all companies that are interested in developing an apprenticeship program which includes on-the-job learning and related instruction. The focus of our partnership with German officials is to develop state-based industry consortia to aid them in addressing their specific skill needs. In particular, many states are working on efforts to prepare U.S. workers for the field of Mechatronics. Through partnerships that include the Registered Apprenticeship, workforce and education systems, as well as local and state governments, program participants can access both theoretical and practical skills training that helps address identified skill shortages in this growing sector of the manufacturing industry.

Progress in these efforts is visible in multiple locations across the country, including North Carolina and Michigan leading the way in progressive approaches to attract business and ensure they are capable of meeting German employers' need for

highly skilled, well trained workers. In Michigan, Governor Rick Snyder is helping drive the Michigan Advanced Technician Training (MAT2) Program. This is a collaborative effort, which brings together both German and American employers, including ZF, Detroit Diesel, Brose, Kostal, Heller, EMAG, New Center Stamping, FTE Automotive, Inergy, Proper Group, and Cadillac Products. The partnership

also includes the Michigan Registered Apprenticeship office, the Michigan Workforce Development Agency (WDA) and the Michigan Economic Development Corporation (MEDC), the German American Chamber of Commerce of the Midwest, along with Oakland Community College (Michigan's largest community college) and the Henry Ford Community College, located in, Dearborn, MI.





About the Author



John V. Ladd,
Office of Apprenticeship,
U.S. Department of Labor

Through the MAT2 partnership, graduating high school seniors are able to access tuition-free training and education as part of a Registered Apprenticeship program to prepare for a career as a Mechatronics Technician. Not only is the tuition paid for by the employer, the apprentice also earns a salary as they progress through the program. Apprentices are also able to transition into a full-time position with the company as a Mechatronics Technician upon successful completion of the program. The only requirement of the apprentice is the commitment to master a new skill and a commitment to remain with the company for two years. The result? A win-win for all involved.

A skilled worker, with an associate's degree and a competitive salary; an employer who gains a qualified, highly trained technician; a local area able to attract companies based on their ability to produce skilled workers; increased productivity, economic opportunity, and a proven pathway to help grow the Mechatronics field in Michigan.

In June, the Office of Apprenticeship began discussions with Siemens on a Mechatronic Systems Certification Program. In October, Registered Apprenticeship leadership met with Siemens' senior management and began discussing how Registered Apprenticeship can meet Siemens' talent acquisition needs in the United States. The Office of Apprenticeship, and our State Apprenticeship Agency partners, can help all German-American companies address their workforce needs. We will be reaching out to you through the German American Chambers of Commerce and will be delighted to help you in whatever way we can.

We hope to have the opportunity to work with you to meet your needs for a skilled workforce. ■

Contact info:

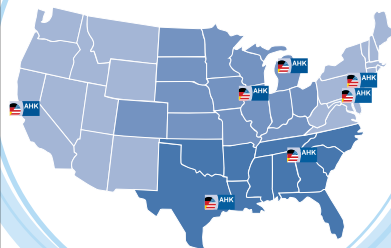
Please contact us through e-mail at
 >> OA.Administrator@dol.gov
 or visit our website at
 >> www.doleta.gov/oa



German American
Chambers of Commerce
Deutsch-Amerikanische
Handelskammern

ONE PROGRAM ALL CHAMBERS ALL BENEFITS

NEW NATIONAL PARTNER PROGRAM



Advance to a New Level! Join our NATIONAL PARTNER PROGRAM

Receive all benefits of the highest membership levels of all GACCs + privileges as a National Partner:

- + Business referrals across the U. S.
- + Listing of multiple contacts and offices in our national and regional directories
- + Placement of your logo on our multiple websites
- + Recognition in GAT Magazine
- + Invitations to GACC events nationwide

\$3,900 per year
Starting January 2014

More information to follow!
nationalpartner@ahk-usa.com

Immigrant Entrepreneurship

German-American Business Biographies, 1720 to the Present



Private family collection.

Lillian Vernon with her company's website
www.lillianvernon.com which sells personalized gifts

Three centuries of German immigrant entrepreneurship in the United States can now be explored online at www.immigrantentrepreneurship.org. When complete, the website will feature more than two hundred biographies of first- and second-generation German-Americans who became notable businesspeople in the United States, from John Jacob Astor to Lillian Vernon. Many well-known American brand-name companies, from Anheuser-Busch and Boeing to Neiman Marcus and Weyerhaeuser, were started by

these entrepreneurs, and other companies like the New York Times and Sears were shaped by the leadership of second-generation German-Americans. The project, Immigrant Entrepreneurship: German-American Business Biographies, 1720 to the Present, is aimed at the interested public but is also designed as a resource for scholars and educators to promote further research on the topic. Overarching essays on the political, historical and cultural background, as well as a wealth of photographs, documents, videos and

ADVERTISEMENT

Gaston®

Hunt for Quality

www.gastonglockstyle.com

GASTON J. GLOCK style LP

3842 Highlands Parkway • Postbox D6 • SMYRNA, GA 30082

Immigrant Entrepreneurship

German-American Business Biographies

1720 TO THE PRESENT

GERMAN HISTORICAL INSTITUTE
WASHINGTON DC

A Project of the German Historical
Institute Washington DC

Sound clips, provide further context for the individual biographies.

Some entrepreneurs were already profiled in brief in this magazine in 2011; readers may recall learning more about the “Sugar King” Claus Spreckels, the Hollywood movie mogul Carl Laemmle, the vintner Beringer Brothers or Rudolph Wurlitzer and his musical instruments.

Since then, the project has grown by more than one hundred biographies that shed light on the entrepreneurial activities of German immigrants who made their mark on a wide range of industries in the United States. There is Gertrude Boyle, for example, who developed Columbia Sportswear into a successful company on the outdoor apparel market. Or Otto Schnering, who is responsible for tempting the

American sweet tooth with Baby Ruth and Butterfinger candy bars. Alfred Lion and Francis Wolff fled Nazi Germany and founded one of the world’s foremost jazz record labels, Blue Note Records. Sometimes entire families were involved in the business, such as the Ringling Brothers and their traveling circus. Not all businesses were big – Emanuel Bronner found a niche in manufacturing organic soaps and managed to establish a small, but dedicated following for Dr. Bronner’s Magic Soaps – or legal, for that matter: both peddler Fredericka Mandelbaum and George Remus, the “King of the Bootleggers,” pursued entrepreneurial ventures outside the law.

The project is sponsored by the German Historical Institute Washington DC, a not-for-profit research organization funded by the German government whose mission is to encourage scholarship on German, American and transatlantic history. Immigrant Entrepreneurship also receives generous support from the European Recovery Program (ERP) of the Federal Ministry of Economics and Technology. ■



Ringling Brothers poster, circa 1900

Interested?

- >> www.immigrantentrepreneurship.org
 - >> www.facebook.com/ImmigrantEntrepreneurship
 - >> www.twitter.com/ImmigrantBios
- For more information please contact the project manager Jessica Csoma at
- >> csoma@ghi-dc.org

Anything but Dirty – 21st Century Manufacturing Jobs

Grenzebach Celebrates 25 Years in Georgia

Local Involvement within a Global Network

by Clay Neely, *The Newnan Times Herald*

Grenzebach is an internationally operating, family-owned company focusing on plant engineering, construction and automation. Initially founded in Germany in 1960 by Rudolph Grenzebach, the first subsidiary of Grenzebach was founded in the U.S. in 1988 in Newnan, Georgia. Since its original opening, the company has expanded its manufacturing area to 85,000 square feet. Grenzebach provides customized equipment based on cutting-edge technologies designed to perform highly sophisticated processing and automation tasks.

The group currently has companies in Germany, the USA, China, Belgium, Brazil, Indonesia, Italy, Russia, and Taiwan and currently employs 1,600 workers globally.

One of the most notable aspects of Grenzebach is its community involvement especially its close-working relationship with the regional School System's Central Educational Center (CEC).

Martin Pleyer, Vice President of Operations of Grenzebach, is on the board of CEC, a charter school. Grenzebach also donated a KUKA robot for CEC's technical center to train students working with high tech equipment.

For National Manufacturing Day Grenzebach hosted a special event for teachers with the Georgia Tech Institute of Industry Outreach, CEC and other local schools to help foster awareness of the needs of modern manufacturing and implement real practical ideas into their curriculum. Grenzebach also sponsors an apprenticeship program where the company provides a six-week internship for two students to gain an insight into the various departments of the company. Afterwards the students can decide in which department they will continue their apprenticeship for a year.

In this year's statewide STEM (Science Technology Engineering Math) Education Awards, Grenzebach was nominated in the categories "High School" and "Industry Outreach" for their special apprenticeship program

together with the CEC. Grenzebach also takes pride in their involvement with the local community, participating in a variety of activities such as Earth Day or blood drives.

While Grenzebach is a primarily German-based company, American employees also get the same possibility to live abroad. The various Grenzebach locations around the globe have welcomed American workers— supporting them to integrate with applying for a visa, finding accommodations, buying a car, and other essential tasks to make their stay more comfortable.

Since the opening of the Newnan facility in 1988, three of the original employees are still working at Grenzebach: spare parts manager Allan Burkett and installers Johnny Hosmer and Bruce McGuffey.

Talking to customers on a daily basis and dealing with different people from across the globe are some of the things that Burkett enjoys about working for Grenzebach. "Being part of the big Grenzebach group and building good relationships with colleagues throughout the years. That's one of the things I like most," he said.

McGuffey was hired at Grenzebach as a machinist, but with his expertise has also worked as an installer.



Original staff members from left Bruce McGuffey, Johnny Hosmer and Allan Burkett with Grenzebach's executive team

The majority of his time is spent in the field installing equipment on various locations worldwide. "My travels have taken me to Mexico, Brazil and most of the U.S. I enjoy seeing all the different countries and cultures," he said.

Hosmer is a field installer, installing equipment at various locations throughout the country. When he isn't on the road, he works in the assembly area producing machines. Hosmer has always been fascinated by machinery and enjoys that the company's products have improved with advancements in technology. "The best part of my job includes learning how to build different machines," he said.

When asked about his longevity at the company, Burkett commented, "Vast changes have been made over

25 years — building the high bay areas, buying more modern equipment, and improvement of our computer system. This company has grown from three people to what it is today."

"The years have gone by fast," said McGuffey. "Grenzbach gave me the opportunity to move from a machinist to an equipment installer for customers on-site. I'm grateful to have collected so much experience."

Hosmer added, "I've never thought I would stay in one company for over 25 years. Grenzbach is a really big employer in Newnan and I'm proud that I have stayed with this company until the present. Grenzbach is like a big family with friendly colleagues and a good working atmosphere. I plan to stay on board until I retire." ■

Reprint. Courtesy of The Newnan Times Herald

Since the opening of the Newnan facility in 1988, three of the original employees are still working at Grenzbach.



Contact info:

Grenzbach Corporation

10 Herring Road
Newnan, Georgia 30265, USA

Phone: +1 770 253-4980

Fax: +1 770 253-5189

E-mail: >> info.gn@grenzbach.com



Grenzbach Corporation employees in front of their headquarter in October 2013

T-Venture's Startup Funding:

"We Don't Give Dumb Money"

by Nicola Michels, GACC

German Venture Capital Funds have generated comparable or better returns than their U.S. counterparts, as an analysis by the Munich based consultancy CEPRES shows. Venture capital investments in German portfolio companies with investments dated between 1998 and 2010 generated an average gross return of 11.4 percent; in the same time period, U.S. companies achieved an average gross return of 7.7 percent. The analysis was based on data from 496 VC investments in Germany as well as profiles of 6,940 venture investments in the U.S.

T-Venture, the venture capital company of Deutsche Telekom, survived the 2001 dotcom bubble burst and has been going strong since 1997. Their West Coast subsidiary, T-Venture of America, has been operating out of San Francisco and Seattle since 1999. T-Venture Senior Investment Manager Thorsten Claus says: "We only invest when we see synergies with our core activities and we want to stay actively involved in the evolution process of the startup."

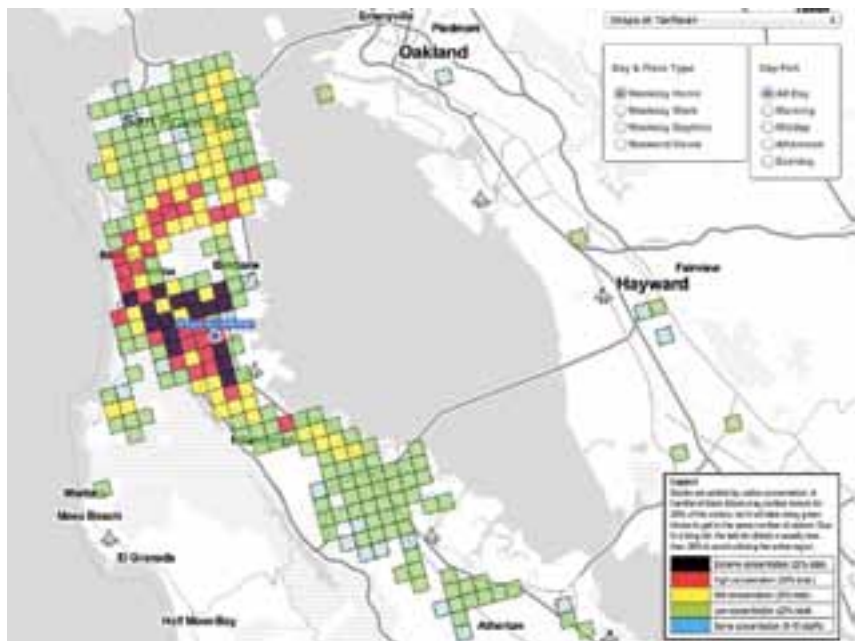
Since its inception, T-Venture has invested in more than 190 companies and accomplished more than 20 "successful exits" (IPOs or sale of the business), among them jajah,

netviewer, CoreOptics, Demandware, Ruckus, Groupon, Kaufda, swoodo and VoiceObjects.

One of T-Venture America's newest projects is StreetLight Data, which contextualizes anonymous location data (from cellular towers and GPS devices) to measure consumer mobility patterns for a place. For example: What type of people are there? How often do they come? Are they here because of work or shopping? This type of geospatial data can help retailers and planners to make decisions in terms of site selection or marketing.



Thorsten Claus,
T-Venture of America, San Francisco



StreetLight Data software showing home locations of people who visit the Tanforan shopping center on a typical weekday, by a 1km x 1km grid. Visitors come from many kilometers away, far outside the range of a typical "trade area" analysis.



LIFE IS FOR SHARING.

STREETLIGHTDATA

Potential privacy concerns are addressed by not utilizing personal data – no names, phone numbers, addresses, or ages are used. Also only data that's older, as in not real time is analyzed; and most importantly the technology analyzes the way groups of people move about a city, it does not analyze a single individual. This innovative technological approach makes StreetLight safer than simple aggregation or many other "location based services" on the market.

Laura Schewel, the thirty-year-old co-founder of StreetLight Data had pitched to 40-50 VC's before T-Venture became involved, but she was not discouraged: "I kept going because I knew I wanted to build this product, I wanted to make this information exist in the world. Also, once we had a few people on board, it would have seemed like a betrayal of their trust to give up."

T-Venture takes an active role in the product development of its startups, or as Thorsten Claus puts it: "We don't give dumb money, companies need to be open for our input!" Claus spends 80% of his time with his ten portfolio companies – sometimes "just filling the fridge" but also advising on international market entry, personnel sourcing, product presentation and image building. In everything the startup

has to prove that they are serious about their project, can execute and have deep seated conviction about their product. ■



Laura Schewel of StreetLight Data has only been under T-Venture's wing since March 2013 and has already by far exceeded expectations. Still in the developmental phase the startup has already attracted eight big clients, three of them large retailers.

Schewel attributes this success to lots of hard work and having an ear on the ground to what the market wants: "Listening to our clients and potential clients showed us how to explain our product in a way that was instantly understandable and exciting. Really, it's about framing. You can have a great product but if you don't explain it well, it doesn't matter."



GERMAN AMERICAN BUSINESS OUTLOOK

December 16, 2013
New York Stock Exchange

Register by Dec 11, 2013:
WWW.AHK-USA.COM/GABO



German American
Chambers of Commerce
Deutsch-Amerikanische
Handelskammern



REPRESENTATIVE
of German Industry + Trade

Roland Berger
Strategy Consultants

Supported by:



Interview with Berend Bracht

President & CEO, Bosch Rexroth Americas

by Manuel Muhl, GACC



*Berend Bracht,
President & CEO, Bosch Rexroth Americas*

GAT: Being the former CEO of Bosch Rexroth China, how does this experience benefit you in your current position as president & CEO of Bosch Rexroth Americas?

Berend Bracht (BB): Bosch Rexroth has a “Local for Local” strategy that drives us to tailor the business to the needs of customers in their local markets. In China and in the Americas, the approach is very similar. We focused on 1) increasing the local added-value content; 2) increasing local purchasing to streamline the value chain and reduce lead times; 3) adding local development resources for market-oriented regional product development; 4) providing expert, local application support and product know-how; and 5) building a high-performing, local management team. During my time in China we also equipped and staffed two new manufacturing facilities. This experience is proving to be extremely helpful in our strategic expansion in the Americas.

Additionally, we have a very productive trade relationship between our businesses in China and the Americas. For example, we buy wind gearboxes from China, and we sell U.S.-manufactured products such as our Rineer vane motors and pneumatics products to China. Some of the technologies we develop for regional needs in the Americas can be of use in China and vice versa. We now have many common customers – Chinese and U.S. companies who

have opened facilities in the other country. With our close relationship, we are able to work together to support these companies.

Finally, expanding one’s own multi-cultural capabilities is always helpful. China and really, Asia overall were a white spot for me before. I had had experiences in Germany, and North and South America, but not Asia before 2004. Learning how to get organized in a foreign environment is beneficial on many levels.

GAT: What were your motivations for changing the manufacturing strategy from outsourcing to investing in local operations?

BB: There will always be an outsourcing component in any strategy, specifically where regional volumes are too low or cost differences are too high to justify adding the value locally. But: Local manufacturing and engineering shortens lead times; it’s also easier to customize products and systems for specific customers. We’ve experienced a wide range of additional benefits, from inventory optimization to reduced logistics costs and faster response to potential quality issues. Since we sell predominantly heavy industrial components, such as hydraulic pumps and motors, reducing the travel pathways from vendors to our factories and then on to our customers makes a big difference. Quality control is faster, too, since we can make corrections immediately rather than having to wait six weeks for a product to arrive by sea.

WELCOME
TO THE **C-SUITE**



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

Rexroth Bosch Group

The Drive & Control Company

Investing in local operations has also helped us to reduce certain risks associated with international trade, for example, reducing the impact of fluctuating exchange rates – a challenge for global companies. Shipping delays resulting from strikes at the border or even natural disasters are also less likely.

A critical benefit is that our “Local for Local” strategy increases the local ownership stake and accountability. If it is our own manufacturing capacity, it’s also our responsibility to fill the plants with orders, and to continuously improve the processes through which we serve our local customers.

GAT: What long-term goal do you see in collaborating with educational institutions as you recently made a contribution to Greenville Technical College?

BB: One of our key challenges in the United States has been to find qualified personnel, especially technically skilled manufacturing associates. Whereas management types can be recruited from nearly anywhere in the U.S. or even internationally, manufacturing associates are typically more tied to the local market. It’s simply difficult to move machinists from Michigan to the Carolinas or vice versa. Our conclusion: We need to develop our own local talent pools. One model that seems to be working well is to partner with local community and technical colleges that offer well-



Bosch Rexroth's new 260,000 square-foot manufacturing facility in Fountain Inn, South Carolina

established training programs. We offer expertise from our state-of-the-art manufacturing facilities, as well as apprenticeship and employment opportunities for graduates of their programs; they offer the formal educational environment that is necessary to validate the skills that have been learned.

Activities like these are in the interest of local communities, since they want to attract companies that offer solid employment. Today’s high-tech, well-paying manufacturing jobs are a good foundation for thriving communities. Our collaboration with Greenville County is just one example of how this can work, but we are active at our other U.S. locations and in those communities, too. Fundamentally, the U.S. offers many advantages: Outstanding universities, rapidly developing

energy independence, leading companies in many of our target markets, strong trade relationships within the Americas. We have exceptional opportunities to grow in the region, but we can only grow to our potential if we can fill open positions quickly during the economic upcycles. That’s what’s behind our collaboration with educational institutions. ■



*A10V(S)O Axial Piston Pump:
Strong demand helped lead to
the Fountain Inn campus expansion*

Discover! GERMAN WORLD Magazine

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

AVAILABLE AS
PRINT & eMAGAZINE
Subscribe online at
www.german-world.com



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

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

**SPECIAL SUBSCRIPTION RATE
FOR READERS OF "TRADE":
ONLY \$15/YEAR!**

323.876.5843
trade@german-world.com

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

GERMAN WORLD Magazine
PO Box 3541, Los Angeles, CA 90078 / USA

ADVERTISEMENT

"Made in Germany"? – Sometimes, "Made in the USA" is More Attractive

by Martin Wiekert, Germany Trade & Invest
translation from German by Sandy Jones, GACC

Made in Germany" is still a solid sales argument in many industry sectors in the U.S. Mainly in the area of capital goods and durable consumer goods such as cars, German products are more popular than ever in the U.S. In 2012, machines and transport equipment had a share of approximately 58% (US\$63.3 billion) in the overall U.S. goods procurement from Germany. The suppliers of such products benefit from the fact that consumers in the U.S. trust German technology in areas where performance, durability or environmental aspects play a crucial role.

Significance for Capital and Technological Goods

Many German companies make good use of this by clearly pointing out Germany as the country of origin for their products. Examples are Volkswagen's "Das Auto" campaign or Porsche using the German license plate of Stuttgart in its ads. However, products advertised as "German" do not sell themselves. Many U.S. customers refer to specific quality statistics in which German products are not always ranked first. Thus, manufacturers have to work hard on fulfilling the raised expectations of customers. This is especially true if they want to sell their goods and products with an added premium.

In the health care industry, companies are happy to make reference to German technology in order to set themselves apart from the products of the competition. "Our label "Health – Made in Germany" also enjoys a wide acceptance in the United States," says Tilo Mandry of Germany Trade and Invest, responsible for the Export Initiative for the German Health Care Industry, initiated by the German Federal Ministry of Economics and Technology. "Especially various smaller companies use our umbrella brand in order to increase their visibility in the U.S. market."

German Cleantech Competence is Acknowledged

In the so-called cleantech sector (renewable energies, energy efficiency, environmental technologies), many Americans attest German companies a competitive edge in terms of competency. For

example, Ebert & Baumann Consulting Engineers, offering engineering services for energy-efficient and eco-friendly building with offices in Washington, DC, Chicago and Denver, benefit from this. "When it comes to energy efficiency and sustainability, German

engineering know-how is very much acknowledged," knows CEO Oliver Baumann, advertising with "German quality and American innovation" for his company. For the business to be a



Das Auto.



GTAI INDUSTRY TALK

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

success, however, local presence and the ability to react in a flexible way to what the customer wants are important.

Important Role in the Food Industry

The "Made in Germany" label plays an important role in the food industry as well. In this sector, products with German origin enjoy a significant level of trust and confidence. "In the U.S. in general, German products are seen as high-quality food specialties, and German manufacturers are seen as very reliable business partners," says Arnim von Friedeburg, owner of German Foods North America, LLC, an independent trade promotion agency in Washington, DC. "For this, U.S. retailers are willing to pay a corresponding premium." Not only the "typical" goods such as sauerkraut or beer sell better with a nod to the German origin. For entrepreneurs such as Seitenbacher, Gerolsteiner or Bahlsen, the label is just as much an important sales tool.

German food manufacturers would like to have the protection of geographical designations of origin (such as "Schwarzwälder Schinken" [Black Forest ham]) transferred into a future U.S.-EU free trade agreement. For example, "Kölsch" beer is currently produced and marketed in the United States; however, according to EU legislation, it may only be produced in Germany's Cologne area.

Also in other consumer goods sectors, some companies use their German roots to their advantage in order to emphasize their unique selling points and premium features. Companies such as Miele, the manufacturer of domestic appliances, or Poggenpohl, the kitchen manufacturer, are among them. If a company, however, only has one type of bulk article in its range of goods, it does not make a lot of sense to use the label. Then, the company runs the risk of making "Made in Germany" seem rather expensive.

Strong brand names, especially popular consumer goods such as Adidas or Nivea, use the label less frequently. Nonetheless, predominantly companies that are smaller and less known in the U.S. make use of the label to emphasize their high standards for quality and the premium features of their products.

Sometimes, "Made in the USA" is more Attractive than "Made in Germany"

Thus, a reference to the German origin is used in varying ways and depending on market environment, company size and product range. For big players such as Siemens or Stihl, the tool manufacturer, it is very important to (also) be seen as American. Stihl's website serves as the perfect example: In September 2013, the company's web presence welcomed its customers with the slogan "Built in America. Believing in Ameri-



About the Author

Martin Wiekert

Director of Germany Trade and Invest GmbH (GTAI)
Washington D.C. Office

>> amerika@gtai.de

>> www.gtai.de

ca. Number One in America." One of Siemens' big U.S. ad campaigns calls it "Somewhere in America" – and interestingly enough, Siemens' archenemy General Electric (GE) uses a somewhat similar approach: "We are the GE in Germany."

In general, the "Germany" label still plays an important role for many German companies in the U.S. market. Whether it will generate an increase in revenue depends on a multitude of factors.

German businesses in the U.S. benefit from the fact that Americans value the reputation of the German homeland. Surveys, as conducted frequently for example by the market research institute Gallup, show this in their results. According to a Gallup survey of March 2013, at least 85% of Americans have a positive image of Germany. This is an increase of 35 percentage points compared to 2003, in which the evaluation had reached a temporary low during the last Gulf War. ■

BDI and DIHK Delegation in Washington

Fostering Transatlantic Exchange on Trade

by Elizabeth Livengood, RGIT



*Dr. Ilja Nothnagel (DIHK), Mr. Oliver Wieck (BDI),
Dr. Stefan Mair (BDI), Dr. Volker Treier (DIHK)*

WASHINGTON ★ UPDATE ★

NEWS FROM INSIDE THE BELTWAY

In the week leading up to the German elections, Dr. Stefan Mair, Member of the Executive Board at the Federation of German Industries (BDI) and Dr. Volker Treier, Deputy Chief Executive and Managing Director International Economic Affairs at the Association of German Chambers of Commerce and Industry (DIHK) traveled together to Washington with a delegation to discuss the ongoing Transatlantic Trade and Investment Partnership (TTIP) negotiations. As leadership from policy makers and business leaders on both sides of the Atlantic is vital to the success of TTIP negotiations, the joint visit of DIHK and BDI was very well received by U.S. counterparts and indicated German industry and business' united support for the successful negotiation of the TTIP.

During the visit to Washington, organized by the Representative of German Industry and Trade (RGIT), Dr. Mair and Dr. Treier met with congressmen, members of the administration, and business leaders in order to get a more comprehensive idea of how TTIP negotiations are being received in the U.S. On the

Congressional side, Dr. Mair and Dr. Treier spoke at a luncheon roundtable alongside Ambassador Miriam Sapiro, Deputy U.S. Trade Representative, Rep. Charlie Dent (R-PA), and Rep. Tim Ryan (D-OH). The roundtable, introduced by Dr. Thomas Zielke, President and CEO of RGIT, provided for lively discussion not only on the potential benefits of TTIP, but also the potential challenges which lay ahead. The luncheon was well attended and included representatives from a variety of congressional offices, which the delegation found to be indicative of the widespread bi-partisan interest that TTIP has sparked in Washington.

For the first time since she was appointed in June, the delegation was able to meet with Caroline Atkinson, Deputy Assistant to the President; Deputy National Security Adviser for International Economics. In a meeting with Atkinson and several staff members, Dr. Mair and Dr. Treier voiced their support for the successful completion of TTIP. Building on their meeting with Ms. Atkinson, the delegation then met with Dan Mullaney, Assistant U.S. Trade Representative of Europe and Chief TTIP Negotiator. Ms. Rachel Shub, Senior Director for EU Regulatory Affairs at USTR was also able to join the meeting, which allowed Drs. Mair and Treier to delve into more

"To feel comfortable investing and doing business in the United States, German businesses need to be assured these fundamental rights."

RGIT REPRESENTATIVE of German Industry + Trade

technical discussions on standards and regulatory coherence.

In addition to meetings with government officials, the delegation was also able to hear from the transatlantic business community at a luncheon sponsored by the U.S. Chamber of Commerce. The luncheon gave Dr. Mair and Dr. Treier the chance to share some of their observations from the week's meetings, while also getting feedback on the interests of German and U.S. companies in TTIP.

Key Takeaways

While the delegation took up many issues during their time in Washington, a few points resonated throughout the visit. Chief among these recurring issues was data privacy. On the political level, the delegation was often asked to what extent the NSA allegations would impact the German-American relationship and what, if any, role the issue would play in German domestic politics. Both Mair and Treier emphasized the need for trust on both sides of the Atlantic that extends not only to diplomatic spheres, but to economic and business relationships. To feel comfortable investing and doing business in the United States,

German businesses need to be assured these fundamental rights.

The issue of labor and the role of unions were also discussed in several meetings. The BDI/DIHK delegation was asked to what extent the German unions have been engaged on TTIP and what, if any, concerns they have regarding the agreement. The main labor concerns on either side appeared to be the divergence in laws governing unions between Germany and the United States. Despite these concerns, however, it was often mentioned that, unlike most free trade agreements that the U.S. has entered into, American labor groups did not immediately pass negative judgment on TTIP. Many attribute this to the fact that TTIP is an agreement among equals and as such, both parties uphold high labor standards.

The third issue that received a lot of attention during the visit was the need to include businesses and consumer groups in TTIP discussions and consultations. American officials and industry groups alike reinforced the idea that the successful negotiation and adoption of TTIP will require the strong support of

About the Author



Elizabeth Livengood
Trade and Tax Analyst

>> elivengood@rgit-usa.com

business and industry groups on both sides of the Atlantic. In what many in Washington and Brussels are describing as our "honeymoon period" with TTIP, engaging and building this momentum has come somewhat naturally in these early months. The more difficult task lies ahead in ensuring that this momentum is maintained throughout the span of negotiations. To that end, many in Washington underscored the particular importance of German businesses and industry in this process, not only in light of Germany's role within the European Union, but also considering the key role which German companies play in the U.S. business community. ■

Nevada:

The Silver State with a Golden Future?

by Simone Frieese, GACC

Nevada is a state most known for the glitz and buzz of its largest city, Las Vegas. Gambling, loose marriage laws and illuminated billboards shape its image. But there's more to be seen in Nevada outside Las Vegas. Scenic recreational attractions like the Sierra Nevada mountain range and Lake Tahoe draw millions of visitors every year. Tourism is by far the Silver State's most important industry, out-sizing even its mining industry, which gave the state its nickname. Whereas Nevada was a historical producer of silver, it is now responsible for 80% of U.S. gold production. Nevertheless, the state's true "gold" lies in its millions of visitors each year, who also spur other industries like transportation, construction, finance and real estate.

Why Las Vegas Dominates the Entire State

With a population growth of 2.2% since 2010, Nevada is one of America's fastest growing states. Enticing real estate prices, low tax rates, affordable food costs and a broad range of employment

possibilities attract new foreign immigrants every year. Germans make up a considerable fraction of this group. Andreas Adrian, the Honorary Consul of Nevada, estimates the number of inhabitants with German origins at 45,000. Most German expats and companies are located in the greater Las Vegas area, the epicenter of Nevada's economy.

With over 36 million visitors every year, Las Vegas is not only one of the most famous tourist destinations in the world, but also a desirable location for many global businesses. Among them are some of the world's largest hotel and resort chains, including MGM Resorts International, Las Vegas Sands and Wynn Resorts. In addition, tech companies like Zappos and Switch have built their headquarters here and given a boost to the region's tech scene. Furthermore, Las Vegas has emerged as a hotspot for international conventions and trade shows. The city attracts about five million representatives from diverse industries annually who come to present the latest products and exchange new

ideas. As a result, an innovative business climate has developed in Southern Nevada, which is now home to 300 different startup companies. SolarCity and BrightSource revolutionize the clean tech market and research centers like Cleveland Clinic Lou Ruvo Center for Brain Health and Comprehensive Cancer Centers of Nevada have achieved medical breakthroughs in recent years.¹

The Silver State's "Golden" Incentives

Despite its economic potential, Nevada was hit hard by the economic crisis in 2008. Like many other states, it has experienced high unemployment rates and little job growth. However, Nevada has managed to recover in the last two years. The gross domestic product is growing and unemployment rates are sinking.² Economy recovery can also be seen in increases in spending and investment volumes. German investors have taken part in this trend, led by Deutsche Bank and their \$4 billion investment in the





Las Vegas Strip, courtesy of Las Vegas Convention and Visitors Authority

Cosmopolitan Casino in 2010. The Nevada legislature seeks to attract more private equity investments through the Silver State Opportunities Fund, totaling \$50 million, which was created in 2011.³ This is only one of many incentives to spur economic growth in Nevada. According to the Nevada Governor's Office of Economic Development, the Silver State is number one for economic development projects in terms of job creation, retention and training. Favorable tax incentives consistently help distinguish Nevada as one of the most "business friendly" states. With no corporate or personal income taxes, nor inventory, franchise, unitary and special intangible taxes, Nevada was ranked third in the nation in the Tax Foundation's State Business Tax Climate Index in both 2011 and 2012. The Small Business Survival Index 2011-2012 listed Nevada at number three in the "policy environment for entrepreneurship" category. The state's infrastructure and proximity to all

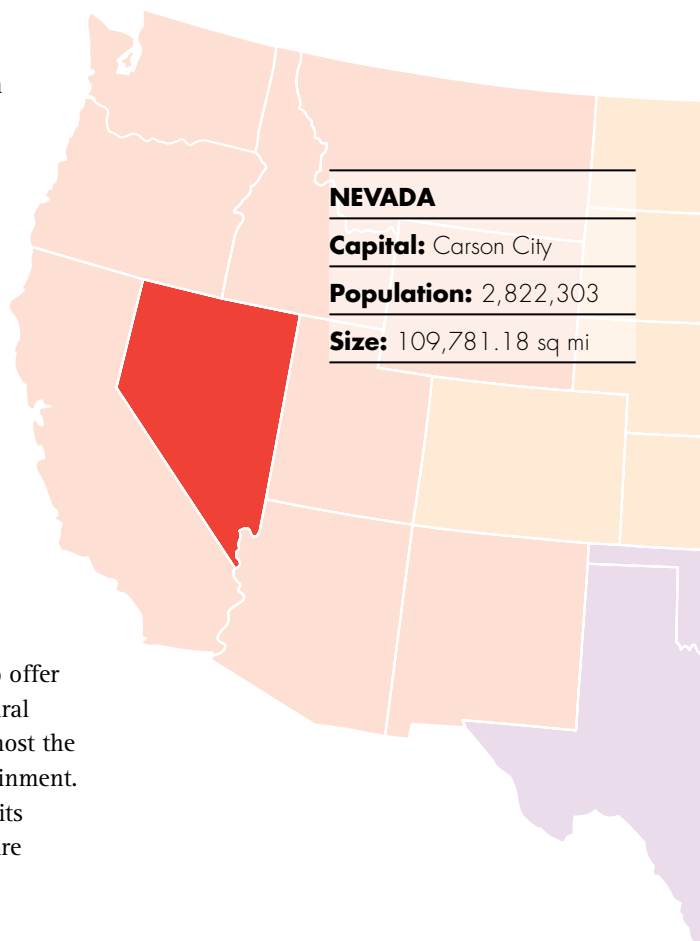
major Western markets is also an attractive draw for companies. With over 100,000 passengers daily, McCarran International Airport is the nation's seventh busiest, demonstrating Las Vegas' importance as a transportation hub.

Nevada's Golden Future?

Nevada is not only attracting businesses from around the globe but also a broad range of cultural activities. One highlight is the yearly pilgrimage of some 60,000 festival lovers to Burning Man, a music and culture festival in the middle of the desert. Moreover, Reno, Tahoe and the Las Vegas' strip offer a broad range of art and cultural programs and they regularly host the most famous artists in entertainment. With so much to offer within its borders, the Silver State's future seems golden, indeed. ■

German Companies in Nevada

Aktiv	Las Vegas
Atronic Americas, LLC	Las Vegas
Carlsson USA INC.	Las Vegas
DB Schenker	Las Vegas, Reno
E.Terras America	Fallon
ISC International Seal Company, Inc.	Henderson
Kobold Western Region	Boulder City
Kuehne + Nagel, Inc.	McCarran
Louis and Company	Las Vegas
ThyssenKrupp Materials NA, Inc., Copper and Brass Sales Division	Las Vegas
Veka West, Inc.	Reno
von Hagen GmbH	Las Vegas



NEVADA

Capital: Carson City

Population: 2,822,303

Size: 109,781.18 sq mi

Opposite page: The Nellis Solar Power Plant is located within Nellis Air Force Base in Clark County, Nevada

1. <http://diversifynevada.com/regions/southern-region>
2. <http://cber.unlv.edu/publications/EconomicOutlook-2013.pdf>
3. <http://nvssof.com/>



APPLY NOW TO BECOME GACC'S TRAINER OF THE YEAR

- Recognizing outstanding German subsidiaries that demonstrate excellence in workforce training and competence development. –

✓ GACC Award Trainer of the Year

The German American Chamber network (GACCs) with offices in Atlanta, Chicago, Detroit, Houston, New York, Philadelphia, San Francisco and Washington, DC is seeking the "Trainer of the Year"!

Sponsored by FESTO, the nominee along with two current trainees will receive the GACC Award on December 16, 2013 as part of the GABO presentation at the New York Stock Exchange – all travel expenses covered.

We encourage companies to bring forward their best talent and submit a nomination for the "Trainer of the Year" award by November 15, 2013.

Find out how to apply on:

www.ahk-usa.com/gacc-award



German American
Chambers of Commerce
Deutsch-Amerikanische
Handelskammern

Supported by:



ADVERTISEMENT



German American
Chambers of Commerce
Deutsch-Amerikanische
Handelskammern

Welcome, New Members!

Andreas Esberg & Company, LLP

www.esbergco.com

Baker & McKenzie LLP
www.bakermckenzie.com

Bernesto Card GmbH & Co. KG
www.bernestocard.com

Bosch Security Systems, Inc.
www.boschcommunicationcenter.com

Brickley DeLong, P.C.
www.brickleydelong.com

Cassidy Turley
www.charlotteindustrialbrokers.com

CityKinder LLC
www.citykinder.com

Clemson University
CliftonLarsonAllen

www.cliftonlarsonallen.com

Corcoran Group Real Estate
www.corcoran.com

Cozen O'Connor
www.cozen.com

CRO Management Consulting LLC

Dentons
www.dentons.com

d-i davit international GmbH
www.davit-international.de

DMS Foods, Inc. (dba: Verts)
www.vertskebap.com

eder GmbH
www.eder.de

Electronic Systems, Inc.
Emerald Corridor, LLC
Expeditors
www.expeditors.com

Fenderteam Americas Inc.
www.fenderteam.us

German International School of Dallas
www.german-isd.com

GIF North America, LLC
www.gif.net

Glo CPAS LLLP
www.glocpas.com

Globaleyes International, Inc.
www.globaleyesintl.com

Görg Partnerschaft von Rechtsanwälten
www.goerg.de

Hallo Berlin Restaurant
www.halloberlinrestaurant.com

HMI Sports USA LLC
Höferle Consulting
www.hoeferle.com

HomeCompany Imb GmbH
duesseldorf.homecompany.de

HSBC Bank USA
www.us.hsbc.com

Infitec Inc.
www.infitec.net

INFORM Software Corporation
www.informusa.com

Jentschura International GmbH
www.pjentschura.com

Katten Muchin Resenman LLP
www.kattenlaw.com

KSM Castings NC, Inc
www.ksmcastings.com

Kuehne + Nagel, Inc.
www.kuehne-nagel.com

Kunst und Kollegen Kommunikationsagentur GmbH
www.kunstundkollegen.de

Law Office of Michael Skadden
www.michaelskadden.com

Lewis, Smyth, Winter & Ford, LLC
www.lswattorneys.com

Melitta USA
www.melitta.com

Michael Roberts - Financial Consultant
www.axa-equitable.com

Noxum America Inc.
NYRealEstate-Expert
www.nyrealestate-expert.com

Patrick Myers

Phillips Borowski, SC
www.phillipsborowski.com

Ropes & Gray
www.ropesgray.com

SAIL Sea Air Integrated Logistics LLC
www.sail.li

SBS Worldwide, Inc.
www.sbsworldwide.com

SGS Industrial Inc.
www.sgs-industrial.com

Sills Cummis & Gross P.C.
www.sillscummis.com

Starcke Abrasives USA, Inc.
www.starckeusa.com

STC GmbH
www.stc-gmbh.eu

Sturm Inc.
www.sturm-gruppe.com

United Brands Marketing GmbH
www.u-b-m.com

United Value Tours
www.unitedvaluetours.com

University of Texas
www.uta.edu/modl/

Uster Technologies, Inc.
www.uster.com

Wordplay Translations, LLC
www.wordplaytranslations.com

Big changes start small. Surf the Internet in an eco-friendly way with Deutsche Telekom.

There's a lot that you, along with millions of others, can accomplish with Deutsche Telekom. As one of the world's leading integrated telecommunications companies, we are already using renewable energies to meet most of our energy needs. This means that while you enjoy our networks to call, surf the Internet, or send e-mails, you are also doing your part for the environment.

www.telekom.com

Life is for sharing.



KettenWulf USA

– Trust in Technology



Engineered chains by KettenWulf



Escalator with KettenWulf step chains

KettenWulf USA was founded in 2004 in Atlanta, GA as one of the engineering, sales, and distribution offices of the KettenWulf Group. As a leading global manufacturer the company produces engineered chains, drive chains, and sprockets. The Atlanta location serves the North, Central and South American market in a wide range of industries, such as escalators, automobile, cement, power plant, insulation, and many more.

For more than 80 years KettenWulf, as a family-owned company, has not only been a synonym for premium quality, but also for trust, loyalty, and reliability. These values form the basis for the company's corporate structure worldwide. The headquarters of the KettenWulf Group is based in Eslohe, Germany; with 10 production and distribution facilities in Europe, America, and Asia, over 1200 employees develop, produce, and market customized conveyor and engineered solutions.

"Customized engineered chains are the key factor of KettenWulf USA's success. Therefore a close collaboration with our Technical-Engineering-Center in Germany is important to develop a global KettenWulf DNA in order to help our customers," says Dominik Stracke, CEO of KettenWulf USA, LP.

Thinking of the Environment

It is KettenWulf's objective to take care of the world's resources. It is important to the company that all employees actively help to improve the environmental performance of the KettenWulf Group.

"Our claim to act sustainably is something which determines our daily choices. This basic principle is represented in all our sites worldwide, not only by meeting legal stipulations, but also by pursuing even higher standards which we define ourselves," according to Dominik Stracke.

Following the developments made in lubrication-free technology, the demand for these lubrication-free chains has increased rapidly over the past couple of years. The advantages of this technology lie in the environment as well as cost saving. The lubrication-free chain eliminates the environmental impact caused by the use of oil and grease during re-lubrication. In addition, there are cost savings in the field of maintenance, servicing, and the life-span of the chain itself.

KettenWulf in the escalator industry

In public facilities such as airports or metro stations escalators transport thousands of people 24 hours a day, seven days a week. Varying dynamic loads and long-term, uninterrupted service are challenges for any conveying system.

Having a long history of supplying all major renowned escalator OEMs, KettenWulf offers comprehensive product solutions from step and drive chains to sprockets and complete drive assemblies, especially geared towards heavy-duty operations.



Santa Clara Stadium

KettenWulf and the Schindler Group have shared a long-term partnership in the successful development of sustainable solutions. An example of a combined project is the new Santa Clara stadium for the 49ers in San Francisco.

The 1.85 million-square-foot, 68,500-seat stadium will feature open pedestrian plazas, commercial community space, a 49ers team store and a 49ers Hall of Fame. The stadium is functionally designed to create a building that can be used for a wide range of events, including professional and college football, soccer, moto-cross, concerts, and civic events.

Technology showcase

Santa Clara Stadium will incorporate a range of sustainable technical features, including solar panels, a "green" roof that reduces heating and cooling energy requirements, water-conserving plumbing fixtures, sophisticated building control systems and recycled materials, in addition, it will offer stadium-wide Wi-Fi capability, mobile connectivity, IPTV (Internet Protocol Television), and colossal high-definition video boards measuring more than 13,000 square feet.

KettenWulf and Schindler will also be contributing to the stadium's list of sustainability features with advanced mobility systems in the form of 38 escalators. A particularly designed chain with reduced weight adds to the energy efficiency. Special materials and a unique design enable the chains to be lighter resulting in needing less

energy to move the chain, but still operating under the required conditions. Continuous developments in these areas lead to ongoing improvement in energy efficiency and cost savings. Planned for completions by the 2014 NFL season, Santa Clara Stadium will kick off a new era for the San Francisco 49ers and usher in the next generation of sports stadium design. ■

Contact info:

KettenWulf USA, LP

The Woodlands at Riverside
8110 Troon Circle SW, Suite 170
Austell, GA 30168

Phone: +1.678.433 0210

Fax: +1.678.433 0215

>> usa@kettenwulf.com

>> www.kettenwulfusa.com



Dominik Stracke, CEO of KettenWulf USA, LP

Santa Clara Stadium in San Francisco, CA



German American Friendship

Interview with Rainer Kunst, CEO of Kunst und Kollegen communications, Inc.



Billboard, Weight Watchers



Print Ad, GIANT Bikes

GAT: Who is Kunst und Kollegen communications?

Rainer Kunst (RK): Kunst und Kollegen is the communications agency I started five years ago in Düsseldorf – with no clients and no employees. Today we are a team of 25, and we are excited about clients like Weight Watchers, Western Union, ERGO Insurance, Giant Bikes and Schwarzkopf & Henkel. The name of the agency derives from my family name 'Kunst' (which is German for art) and 'Kollegen' which stands for 'colleagues' as I think it is important to give all employees the opportunity to take on personal responsibilities within the company.

GAT: How did you get to where you are today?

RK: I think the key is our ambition to make our clients more successful. We invest a lot of time and energy into strategies and concepts before we even start implementing a communications strategy. We ask questions. Where and how can we effectively reach the target audience? What message is most efficient for which communication channel? The answers to these and many more questions lead us a finely spun mesh of custom-made communication measures to improve our client's overall success.

GAT: That sounds great in theory but how do you get to the right answers?

RK: The answer is simple: with the

right people. Our number one priority is having a great mixture of employees. We work with executive and creative teams who bring years of experience in branding and advertising to the table as well as with younger professionals who throw fresh ideas into the mix. Branding, corporate design, classical advertising, point-of-sale, online communications, social media – we do it all with an open mind and a no-nonsense/can-do attitude.

GAT: Why are you opening an office in New York?

RK: Well, actually, my mother asked the same question! But in all seriousness, the opportunity came up when Daniel Meister, who I worked with from 2005-2008, dropped by our Düsseldorf headquarters. He was working for a different agency in New York at the time focusing on new business development. I suggested he'd do the same for us. Since we've known and respected each other for a long time, we quickly came to an understanding, and he is now the Managing Director of our New York office.

GAT: Your first time in the United States was 30 years ago.

RK: Yes, I lived here in 1983 as a foreign exchange student, and this stay left a memorable impression on me. I love the American 'pursuit of happiness' mentality. That's why I've kept coming back for professional and personal reasons. I am still in contact



Quick Facts:

KUK Founding Year: 2009
 Owner: Rainer Kunst
 CEO: Rainer Kunst
 Team Staff: 25
 Freelance Staff: 10
 Turnover 2012: 1.7 M Euro
 Headquarters: Düsseldorf, Germany
 New Office (2013): New York City
 Clients: Weight Watchers,
 Western Union,
 ERGO Insurances,
 Schwarzkopf & Henkel

with my host family by the way. My own pursuit of happiness led me to become an entrepreneur.

GAT: What companies would you like to work with?

RK: I look at it as kind of a “Deutsch-Amerikanische Freundschaft” approach. We focus on German companies in the U.S. and vice versa. We have the cultural knowledge to succeed in the German as well as in the U.S. market place, giving companies the tools and the local expertise to make them more successful in their new endeavors.

GAT: Any first success stories?

RK: Actually we are already working on first projects for our new clients. Lili Tanner, a Swiss bags and jewelry designer is launching her own label Lili T. in Los Angeles. The documentary ‘When I Walk’ which premiered at Sundance as well as the accessibility app AXS Map are being promoted by Kunst und Kollegen NYC. Plus, we are in talks with a German car manufacturer who is planning on introducing a new vehicle to the U.S. market – a very exciting project indeed.



Online-Game, SYOSS

GAT: What are you looking forward to the most?

RK: At some point in the future I might have the opportunity to live in New York for a while with my wife and my two daughters (2 and 4 years old) and manage my company from here. I think that would be fabulous. ■

Profile:

Kunst und Kollegen (KUK) is an independently owned agency that was founded in 2009 by Rainer Kunst in Düsseldorf, Germany. In 2013, Kunst und Kollegen communications, Inc. was incorporated in Williamsburg, New York.

Kunst und Kollegen is an international full service communications agency that delivers creatively driven advertising campaigns, strategic brand consulting & planning and corporate/ brand design.

Contact info:

Kunst und Kollegen
 communications, Inc.
 240 Kent Ave
 Brooklyn, NY 11211
 USA
 T: 212.470.0702
 >> rk@kuknyc.com
 >> dm@kuknyc.com
 >> www.kuknyc.com

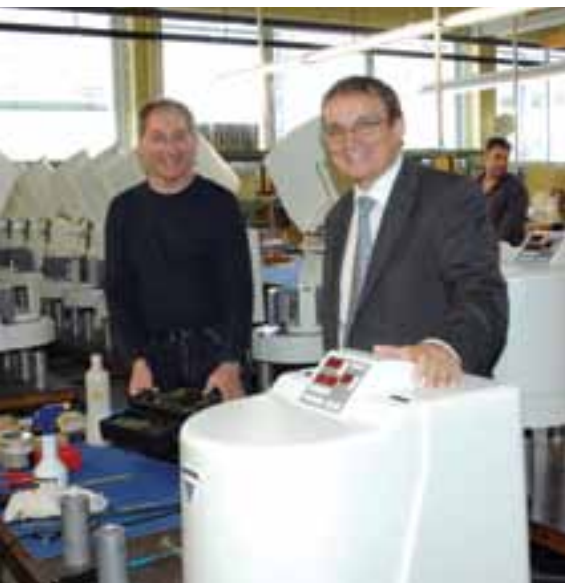


Billboard, GIANT Bikes

FRITSCH GmbH – Milling and Sizing Launches a Subsidiary in the U.S.

FRITSCH GmbH, one of the leading manufacturers of application oriented laboratory instruments for sample preparation and particle analysis founded a subsidiary in the U.S.

The subsidiary FRITSCH USA will operate from New York City.



Mr. Robert Fritsch with an employee at the assembly site

Personalized Consultation
and Customer Service
Worldwide at any Time!

The Company

FRITSCH was founded 1920 as an independent family business and is managed by Robert Fritsch.

Today 85 employees work at the headquarters in Idar-Oberstein. FRITSCH is a globally acclaimed, highly specialized company for the manufacturing of laboratory instruments for:

- SAMPLE PREPARATION
Milling of solids for the chemical analysis
- PARTICLE SIZE ANALYSIS
Particle size measurement of powders

With subsidiaries and employees in France, Russia, Singapore, China and now in the U.S., as well as independent trade partners worldwide, FRITSCH exports 85% of its products. In several product segments FRITSCH is the market leader.

The Products

FRITSCH laboratory instruments are utilized worldwide for sample preparation and particle sizing with static laser scattering, as well as dynamic image analysis from 0.01 µm to 20 mm: For the fast industrial application in process control and quality management, as well as for accurate scientific or technological applications in industrial and research laboratories.

With trend-setting innovations like the FRITSCH Planetary Mono Mill PULVERISETTE 6 *premium line* for the comminution down into the nano range and the Particle Sizer ANALYSETTE 28 for the analysis of particle

shape and size, FRITSCH set a new high tech standard.

Quality and Technology from Germany

Quality without compromise and durable products: in order to maintain this standard our instruments for the most part are developed and produced in our own facility at the headquarters in Idar-Oberstein in order to secure high quality for the entire value-added process.

More than 10 percent of our expenditures are invested in product development.

Our Customers

Laboratories worldwide count on our quality, our experience, our worldwide service and our innovative power. Our customers are laboratories in material research and in the product quality sector which for the most part are not looking for a special

History

- 1920 Company founded as a technical precious stones dealer
- 1955 Specialization in sample preparation and particle sizing
- 1962 First own patent for the Planetary Mill
- 1973 Independent production started
- 1998 First subsidiary abroad (in Singapore)
- 2009 Construction of an additional production facility 1200 sqm
- 2012 4 new High-Tech Lab Mills of the FRITSCH *premium line*
- 2014 Dedication of the new production facility in Idar-Oberstein



instrument, but rather a solution to a problem i.e. we are made aware of a task and we supply the optimal combination of consultation, laboratory instrument with accessories and service.

Worldwide Service

Since decades FRITSCH is active in the American market. In order to serve a growing customer base flexible, long term and close to the customer, now a subsidiary was founded directly in the U.S.

With our subsidiaries and worldwide network of international representatives, we guarantee individual and competent application consultation, extensive technological support and an optimal after sales service – worldwide and at any time.

The Future

The key term of our business is nano. In regards to our products we are challenged to provide mills with ever increasing comminution abilities, so the materials in the nano range (= 1/1000 micrometer) with amazing new material characteristics may be tested; and above this, must their particle size distributions also be measured.

In regards to customer contact, steadily increasing service efficiency is sought after, in which besides the application oriented consultation, a readily available after sales service is essential, which needs the competence of a market leader.

We are ready to meet these challenges and in our mid-term business strategy

for the next five years, we not only have a substantial extension of our product capacities at our headquarters planned, but will also promote several important product innovations and a remarkable broadening of our international presence – which the launching of our subsidiary in the U.S. demonstrates.

FRITSCH. One Step Ahead. ■

Contact info:

FRITSCH USA, Inc.

75 Broad Street, 21st Floor
New York, NY 10004

Phone 646 405 1032
Fax 212 974 8867

>> info@fritsch.de
>> www.fritsch-us.com

FRITSCH GmbH

Milling and Sizing

Industriestrasse 8
55743 Idar-Oberstein • Germany

Phone +49 67 84 70 0
Fax +49 67 84 70 11

>> info@fritsch.de
>> www.fritsch.de



Laser Particle Sizer ANALYSETTE 22



FRITSCH booth during the AICHE international trade fair





Globe
Inventor: Martin Behaim
Germany, 1492

Overview. Made in Germany. Beyond all borders.

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







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

Landesbank Baden-Württemberg

LB  BW

Event Calendar

October 31 – December 18

		October 31 – November 1 SelectUSA Investment Summit 2013 Held by DOC in Partnership with RGIT Washington, D.C. www.rgit-usa.com	November 2 18th Annual Gala Held by GACC South Atlanta, GA www.gaccsouth.com		November 4–6 Wind Energy Business Delegation Held by GACC Midwest Chicago, IL www.gaccmidwest.org
			November 5 Business Seminar with Arnall Golden Gregory LLP Held by GACC South Atlanta, GA www.gaccsouth.com	November 5 GACC South Compass Series, Pearland Held by GACC South Pearland, TX www.gaccsouth.com	November 5 Breakfast Roundtable with German Marshall Fund Held by GACC NY New York, NY www.gaccny.com
November 5 Wind Energy Business Conference Held by GACC Midwest Chicago, IL www.gaccmidwest.org	November 5 Transatlantic Dialogue on the Future of Cities Held by GACC Midwest Chicago, IL www.gaccmidwest.org	November 8 Anniversary Wine Dinner Held by GACC Midwest Chicago, IL www.gaccmidwest.org	November 9+11 Innovation Seminars – Energy Efficiency in Buildings Held by GACC West California www.gaccwest.com	November 10-18 TAP-YTL Automotive Industry Held by GACC Midwest Germany www.transatlanticprogram.org	
November 7 Networking Reception with KUK NYC Held by GACC NY New York, NY www.gaccny.com	November 8 Executive Panel: Growth Strategies for German Manufacturing and Production in the U.S. Held by GACC Midwest Chicago, IL www.gaccmidwest.org	November 13 German American Business Roundtable Held by GACC South Dallas, TX www.gaccsouth.com	November 13 German Finance Forum Held by GACC NY New York, NY www.gaccny.com	November 14 Knowledge Exchange: Barnes & Thornburg – Labor Law Held by GACC Midwest Chicago, IL www.gaccmidwest.org	November 18 German American Business Roundtable Held by GACC South Tulsa, TX www.gaccsouth.com
November 12 German American Business Roundtable Held by GACC South Houston, TX www.gaccsouth.com	November 12 Martinsgans Dinner 2013 Held by GACC NY New York, NY www.gaccny.com		November 20 International Business Networking Held by GACC Midwest Chicago, IL www.gaccmidwest.org	November 21 Focus: Smart Grid 2013 Held by GACC NY New York, NY www.gaccny.com	November 21–22 Innovation Seminars – Energy Efficiency in Buildings Held by GACC West Oregon www.gaccwest.com
November 18 CEO Roundtable Held by GACC Midwest Chicago, IL www.gaccmidwest.org	November 19 MI Chapter Fall Dinner 2013 Held by GACC Midwest, MI Chapter Birmingham, MI www.gaccmi.org	December 3 Christmas Dinner Held by GACC South Houston, TX www.gaccsouth.com	December 3 Workshop Healthcare and Medical Part II Held by RGIT and GACC NY New York, NY www.rgit-usa.com	December 4 Annual Children's Lantern Parade Held by GACC Midwest Chicago, IL www.gaccmidwest.org	December 5 "After Hours" Networking with gatl LP Held by GACC South Atlanta, GA www.gaccsouth.com
November 22 GACC Philadelphia Gala Held by GACC Philadelphia Philadelphia, PA www.gaccphiladelphia.com	November 26 – December 24 Christkindlmarket Chicago Held by GACC Midwest Chicago, IL www.christkindlmarket.com	December 12 "After Hours" Networking with Kuehne+Nagel, Inc. Held by GACC South Atlanta, GA www.gaccsouth.com	December 16 German American Business Outlook (GABO) Held by all GACCs New York, NY www.gaccny.com		December 18 Jingle Mingle 50 Year Anniversary Celebration & Annual Holiday Reception at Christkindlmarket Chicago Held by GACC Midwest Chicago, IL www.gaccmidwest.org
December 6 Annual Holiday Party Held by GACC Midwest, MN Chapter St. Paul, MN www.gaccmn-mn.org	December 10 German American Business Roundtable Held by GACC South Houston, TX www.gaccsouth.com				

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@gaccmidwest.org
www.gaccmidwest.org

Detroit

**German American Chamber
of Commerce of the Midwest, Inc.**
One Woodward Avenue, Suite 1900
PO Box 33840
Detroit, Michigan 48232
T 313-596-0399
info@gaccmidwest.org
www.gaccmidwest.org

Houston

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

New York

**German American Chamber
of Commerce, Inc.**
75 Broad Street, 21st Floor
New York, NY 10004
T 212-974-8830 F 212-974-8867
info@gaccny.com
www.gaccny.com

Philadelphia

**German American Chamber
of Commerce, Inc.**
Two Penn Center, Suite 200
1500 John F. Kennedy Blvd.
Philadelphia, PA 19102
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@gaccwest.com
www.gaccwest.com

Washington, DC

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

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 2013

© Copyright 2013 German American Trade

Design and Production

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

GAT Editorial Team

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

Stefanie Jehlitschka GACC South
pr@gaccsouth.com

Sandra Jones GACC NY
sjones@gaccny.com

Maj-Britt Jungjohann GACC NY
mjungjohann@gaccny.com

Manuel Muhl GACC South
mmuhl@gaccsouth.com

Julia Prestel GACC West
jprestel@gaccwest.com

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

Lindi von Mutius GACC NY
Philadelphia Branch
lvmutius@gaccphiladelphia.com

Ning Wang GACC NY
nwang@gaccny.com

Jasmin Welter GACC Midwest
welter@gaccmidwest.org



porsche-consulting.com

What only Porsche can do, you can too.

For over 18 years, Porsche Consulting has provided companies in a variety of industries, ranging from automotive and aerospace to construction and healthcare, with proven methods and tools to improve their efficiency, flexibility and success. Porsche Consulting passes on the knowledge gained through practical experience that has made Porsche AG an industry leader. We help you become the Porsche of your industry.

Porsche Consulting
Simple. Fast. Success.



PORSCHE

Traveler? Passenger? Guest.

On the ground
and above the
clouds, we have
one focus:
You

Nonstop
you

When you travel with Lufthansa your ticket is really an invitation. You will feel like our special guest because your comfort and happiness are our business. Every day, our guests experience Nonstop you. To view their stories, scan the code or visit LH.com/us/OneFocus



View stories



Lufthansa