

GERMAN AMERICAN TRADE

SEP/OCT 2013



Porsche Consulting, Inc.:
German-Made, American-Focused

First DIHK Certificated Training in the U.S.:
Be Bold, Go Vocational!

Welcome to the C-Suite: Interview with
Amy Ard, Chief Financial Officer, AMG

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If Asked, Just Tell

For years, the Washington establishment, analysts, “spin doctors”, lobbyists, industry groups, and last but not least many citizens have complained about the declining popularity of Congress. Paralysis caused by the continuously difficult situation in both the House and Senate as well as countless examples of stubborn political partisanship on both sides of the aisle have contributed to this process. Also, the administration has been blamed for not mobilizing their own followers and for not self-motivating with the goal of achieving innovative compromise solutions. All this is well documented. Ever higher “fiscal cliffs”, half-baked legislation, and intractably stuck draft bills all too often give the impression “inside the Beltway” is going haywire.

Nonetheless, the fact remains, even though it is not often noted, that even today numerous bills make their way through Congress with bipartisan support. Also, when speaking personally or in small groups with Congressmen, Senators, or staffers, a different picture emerges. Whether it’s immigration reform or the newly launched negotiations over a transatlantic trade agreement, or skilled labor – just to name a few – we are often asked by both parties to provide detailed examples of specific problems such as trade and economic barriers from the view of foreign investors and employers.

So whenever asked by my colleagues at the German American Chambers of Commerce or here at RGIT, don’t hesitate to talk about things you and your business have been affected by. We are here to communicate those issues and concerns – anonymously – to relevant institutions to be used



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

in the legislative or administrative decision-making process. Often, such concrete problems are cited in opinions, statements or discussions. This would be the case more often, but many companies are reluctant to openly divulge information relating to such concerns, no matter that they have been directly affected. In a few weeks we will again come up with a new round of questions for the Annual German American Business Outlook to be presented Dec 16, 2013 at the New York Stock Exchange (NYSE). I would encourage you to help and give us the facts we need to do what we are supposed to do, helping German companies to improve conditions for doing business in America.

Sincerely,

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

TRANSATLANTIC TICKER

German American Company News 4

ECONOMIST’S CORNER

Dr. Harm Bandholz, UniCredit Chief Economist:
“Consumers Ready to Take on More Debt” 7

COVER STORY

Porsche Consulting, Inc.:
German-Made, American-Focused 8

SPOTLIGHTS

Exciting Times to Take Over the
Helm of the GACC New York 12
Be Bold, Go Vocational! 14
MAHLE – Farmington Hills Expansion and
Dedication of North American Headquarters 16
GACC Midwest Opens New Office in Michigan 18
Can the Euro Be Saved, And If Yes, How? 19
The Future of Mobility 22
KISI The Digital Doorman That Never Sleeps 24
German Lingerie Brand Triumph in U.S. 26

WELCOME TO THE C-SUITE

Interview with Amy Ard, CFO,
Advanced Metallurgical Group N.V. 28

GTAI INDUSTRY TALK

Plastic Age Dawns on Germany 30

WASHINGTON UPDATE

Transatlantic Trade and Investment
Partnership (TTIP) Negotiations Start 32

STATE SPECIAL

Indiana: The Hoosier State 34

MEMBER PROFILES

Nations Partners – Communication Matters 38
Paulaner – First Brewery Opens in the U.S. 40
Alpenflüstern –
Germany’s Traditional Dress “Dirndl” 42

EVENT CALENDAR

Events & Delegations: Sep/Oct 2013 45



Let's Go German: America's Car-workers' Union Seeks a Foot in the Door at VW's plant

In 1979 the United Auto Workers (UAW) had more than 1.5m members, and nine of the country's ten bestselling cars were American brands. The Toyota Corolla came eighth: the first time a foreign-branded car had cracked the top ten. Today the UAW's membership is around 400,000, and not all of those are car workers: over the years the union has sought recruits on farms, in casinos and at universities. And of the top ten bestselling cars in America last year, seven were foreign-badged. Americans are not only buying foreign-badged cars, they are also making them: seven of America's 15 most productive assembly plants last year were foreign-owned. Although the UAW has had some success at unionising foreign-owned partsmakers – such as Faurecia and ZF, a French and a German company which supply the Mercedes factory in Alabama – it has so far failed to organise workers at the carmakers themselves. Its attempts in recent years to get into Nissan's plants in Tennessee and Mississippi have failed. Now it has set its sights on German carmakers: Mercedes and, especially, Volkswagen.

>> www.economist.com

German Outdoor Brand Jack Wolfskin enters South American Market

Representatives of German outdoor brand Jack Wolfskin, recently signed a distribution agreement with Heightsport, which operates across five South American countries: Colombia, Bolivia, Ecuador, Peru and Chile. A few days ago, Heightsport's first Jack Wolfskin store opened in Pucón, Chile. Existing stores will be equipped with shop-in-shop systems

and franchised single-brand stores. Heightsport runs various retail operations on the continent, including 17 of its own outdoor stores in Ecuador alone. The opening of the second "Paw-branded" shop is scheduled for October in Santiago de Chile.

>> www.odrmag.com

Americas Mills Weigh on ThyssenKrupp

Pressure is growing on ThyssenKrupp to shore up its strained balance sheet by raising new capital as talks on selling its loss-making steel mills in the Americas drag on. Once a symbol of German industrial prowess, the company has been trying for more than a year to offload the mills in Brazil and the US state of Alabama, together known as Steel Americas. With quarterly results due, no agreement appears in sight despite its aim for a deal by the end of September 2013. The longer talks last, the more the benefit of any proceeds is eaten up by losses at Steel Americas.

>> www.bdlive.co.za

Bayer Planning to Maintain its Presence in Pittsburgh Region

Since Germany's Bayer announced its top U.S. executive would be based in New Jersey for the first time, the company's Robinson, PA campus appears to be shifting from the conglomerate's North American headquarters to simply the North American headquarters for the Bayer MaterialScience unit. Bayer said it is still evaluating how many corporate headquarters jobs may eventually wind up in New Jersey and whether the U.S. headquarters could officially move there. According to Bayer, it is aiming for a three-pronged approach: Bayer MaterialScience in Pittsburgh, Bayer HealthCare in New Jersey and

Bayer CropScience in North Carolina. The true headquarters for Bayer is in Leverkusen, Germany.

>> www.businessweek.com

Campbell in Negotiations to Sell European Businesses

Campbell Soup says it's in final negotiations to sell its European business to private equity firm CVC Capital Partners for an undisclosed sum, the latest move by CEO Denise Morrison to reshape the company. The proposed sale includes the company's soups, sauces and other products that are sold under a variety of names in Belgium, Finland, France, Germany and Sweden. The expected sale is the latest structural change for the soup maker since Morrison took over two years ago. Morrison has vowed to right the company's struggling canned soup business in the U.S., and has been moving to diversify with the type of fresher products that are growing in popularity.

>> www.therepublic.com

Kayser Automotive Systems Announces New Manufacturing Operation in Kentucky

Kurt-Heinz Borth, CEO of Kayser Automotive Systems GmbH, and Governor Steve Beshear announced company plans to establish a manufacturing facility in Fulton, Kentucky, which will be the company's first plant in the United States. The company expects to create 120 jobs and invest more than \$17.5 million in the project. At eight international production sites with nearly 1,200 employees and revenues of \$252 million, Kayser Automotive Systems produces high-quality modules and ready-to-install systems for automotive original equipment manufacturers and tier 1 suppliers in America, Asia and Europa.

>> www.ponsatlanticpartners.com

Goldschmidt Thermit acquires PortaCo, Inc.

The Goldschmidt Thermit Group, a company based in Germany that specializes in welding, acquired 100 percent of PortaCo, Inc., a producer of hydraulic power units and tools headquartered in Moorhead, MN. The Goldschmidt Thermit Group has been represented in the United States market since 1967, by Orgo-Thermit, Inc. "The United States are investing heavily in the new construction and maintenance of rail infrastructure, explained Dr. Hans-Jürgen Munding-er, chairman of the managing board at the Goldschmidt Thermit Group.

>> www.rtands.com

3D Printing – A Manufacturing Revolution

Additive manufacturing, better known as 3D printing, has been in use for over two decades. Unlike common subtractive manufacturing procedures, additive manufacturing prints the object directly into 3D space, completely eliminating waste production. With research pioneers, such as EOS and its printed Stradivarius, or Fraunhofer's high-tech spider robot, Germany accounts for 9.4% of the world's 3D-printing installations, according to the 2013 Wohlers report on additive manufacturing. Currently amounting to \$2.2B, the industry's global revenue is expected to grow to \$10.8B by 2021.

>> GCRI

Loewe 'Made in Germany' Flops as TV Maker, Seeks Debt Protection

Loewe AG, the German television maker responsible for the first public TV transmission in 1931, applied for protection from creditors after its focus on quality "Made in Germany" failed to revive sales. The company, which produces exclusively in the country, filed for creditor protection, a process comparable to Chapter 11 in the U.S., at the Coburg local court to help reorganize with the help of strategic partners and investors, Chairman Matthias Harsch said in a statement.

>> www.businessweek.com



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

Dunkin' Donuts Brings Baskin-Robbins Ice Cream to Germany

Dunkin' Brands Group Inc. plans to bring its colorful Baskin-Robbins ice-cream cakes to Germany next year and open more Dunkin' Donuts stores in Europe as it sees the region bouncing back from the recession. The company, based in Canton, Massachusetts, expects to have 150 Dunkin' Donuts shops in Germany within five years, up from 35 currently, with more outlets from Munich to Hamburg, Chief Executive Officer Nigel Travis said in an interview. Dunkin' Donuts, which was founded in 1950 and offers more than 70 types of donuts, came to Germany in 1999, first opening stores in Berlin and its surrounding area.

>> www.bloomberg.com

SolarWorld Extends All-American Solar Financing Program to Six More States

SolarWorld, a subsidiary of German SolarWorld AG and the largest U.S. solar manufacturer for more than 35 years, has extended its popular Freedom Plan, the solar industry's only financing program dedicated to high-quality, American-made solar panels and racking, to six additional U.S. states. With zero-down, low-down and prepaid options, the SolarWorld Freedom Plan offers homeowners several options for financing their American-made solar investment and minimizing their upfront costs. SolarWorld AG manufactures solar power systems and in doing so contributes to a cleaner energy supply worldwide. The company, located in Bonn, employs approximately 2,500 people and carries out production in Freiberg, Germany, and Hillsboro, USA.

>> www.fortmilltimes.com

Hugo Boss Benefits from U.S. Demand and Tight Stock Management

German fashion house Hugo Boss said tight stock management and fewer discounts drove up profits and that shoppers in the United States helped offset a still-challenging market in mainland China. The company's second-quarter rise in sales and profit are further evidence of a rebound in the luxury sector. The fashion house said that in the United States, its biggest market, and Europe, it benefited from tourists from Asia and Latin America spending money on its suits and shirts. It reported that second-quarter sales are up by 11%.

>> www.businessoffashion.com

Volkswagen Opens New Distribution Center in U.S.

German carmaker Volkswagen's subsidiary, Volkswagen Group of America, has opened a \$40m Southeast Regional Distribution Center (SERDC) in Roane County, Tennessee in the US. The new distribution center has a footprint of over 459,000 sq ft that will be used for distributing domestic auto parts for the Chattanooga-made Passat vehicle, across the globe. Started as a redistribution center, the facility is expected to meet the increasing requirements in the US, Canada, Mexico and Germany and will be expanded in the future to include a parts DC.

>> www.automotive-business-review.com

New Merger Penguin Random House Creates World's Largest Publisher

Germany's Bertelsmann and UK media group Pearson have sealed the founding of Penguin Random House in the United States, after receiving final approval from the US Department of

Justice. With a payroll of more than 10,000 employees the new publishing group will generate sales of around EUR3 billion (\$3.9 billion). Penguin Random House embraces almost 250 publishing units. The corporate headquarters are in New York.

>> www.germany.info

Germany Will Stop Subsidizing Solar in 2018

Germany has announced that it will have stopped subsidizing solar energy by 2018 following a year in which generous state support for the sector was scaled back. Peter Altmaier, a member of Chancellor Angela Merkel's Christian Democratic Union, has fought to set a ceiling for solar above which the German government would no longer be able to offer financial support. Mr Altmaier confirmed that the limit of 52MW would be reached by 2017 or 2018. At present German solar generates 34GW of power.

>> www.renewableenergymagazine.com

IBM Announces Services Center in Magdeburg, Germany, Creating up to 300 New Tech Roles

IBM announced a new services center in the city of Magdeburg, Germany that will create up to 300 German language IT roles in the coming three years, enabling IBM to deliver an industry leading range of technology services to German speaking clients. The new IBM Services Center Magdeburg, a wholly-owned subsidiary of IBM, will provide German-speaking IBM clients with high value application development, application maintenance and systems integration services that address the increasing demand for flexible software capability to harness the benefits of emerging Big Data, cloud and mobile business technologies.

>> www.wsj.com

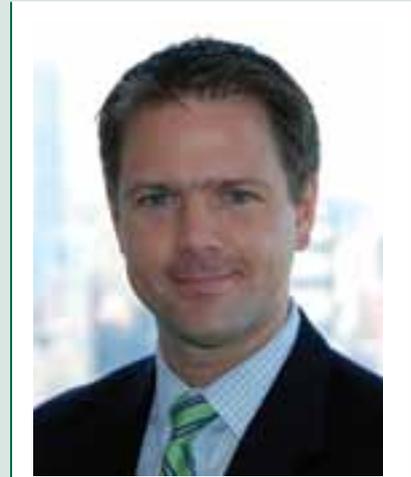
Consumers Ready To Take On More Debt Again

It was early 2008, when US households reached their spending limit and consumption expenditures experienced their first quarterly decline in seventeen years. The slowdown was caused by a combination of falling employment and the drying-up of credit markets. In the boom years, which preceded the crisis, rising real estate prices and lax lending standards had not only allowed but encouraged households to sharply increase their liabilities. But when house prices began to fall and the credit cycle went into reverse, the party was over.

Fast forward to mid-2013. I think that the deleveraging of private households is largely over. While there is no generally accepted definition of a sustainable debt level, one frequently used deleveraging target is that the debt-to-income ratio returns to its historic trend. And at (a still high) 110% of disposable income, the debt level is now back to this trend. To be sure, most of the debt decline seen over the past five years reflects accelerated write-downs of delinquent mortgages rather than active down payments. Even so, household debt levels are now much lower, and thus more sustainable, than they were in 2008. Another way to gauge the deleveraging progress is to look at debt service

ratios. Here, the picture is even brighter. According to the Federal Reserve, the household debt service ratio, which comprises required payments on outstanding mortgage and consumer debt, is now at its lowest level since the early 1980s. Admittedly, rising interest rates can easily deteriorate this ratio, but given the fact that the majority of household liabilities are fixed-rate mortgages, the impact is likely to be manageable. Finally, the behavior of households themselves signals rising comfort with the current debt situation. According to official statistics, household credit market debt has even eked out a 0.2% gain in 2012. And as improvements in the real estate market will eventually lift home mortgages, that pick-up is about to strengthen.

There can be no doubt that the turnaround in household borrowing will be an important support factor for the short-term economic outlook. One reason why the GDP growth has remained lackluster thus far is that the end of private deleveraging marked the beginning of fiscal consolidation. In that sense, the US is following in the footsteps of Sweden or Finland, where, in the early 1990s, the deleveraging also began in the private sector before it went on to the public side. To add a final word of



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caution: History has shown again and again that while leverage can boost economic performance and conceal the erosion of competitiveness, the effect is only temporary. Even worse, the price for a credit-driven boom is, more often than not, a costly bust. To permanently improve the economic outlook, without raising the risk of another financial crisis, countries will need to embrace structural, productivity-enhancing reforms. That holds true for Europe, as well as for the United States. ■

Bosch Rexroth Opens Marine and Offshore Technology and Service Center in Houston

Bosch Rexroth marked the opening of its new Marine and Offshore Technology and Service Center in Houston, TX, with a ribbon-cutting and facility tour for customers and local officials. The new technology and service center provides engineering services,

product sales, training and system support for hydraulics and controls technologies used in marine, offshore and industrial applications. The 28,080 square-foot investment houses 14 expert applications engineers, project engineers, technicians and managers trained and certified to deliver high-quality Rexroth service and support. The company plans to

hire additional specialists later this year and in 2014.

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Porsche Consulting, Inc.: German-Made, American-Focused

Inefficiency and Waste present Opportunities for Operational Excellence.

“We don’t simply give our clients a list of tasks, we teach them to identify problems and then act decisively and deliberately.”

– **Dr. Norman Firchau**

When Dr. Norman Firchau, President and CEO of Porsche Consulting, Inc., thinks about the United States economy, he sees room for improvement. U.S. companies can benefit from the lessons Porsche AG learned and from the methods and tools Porsche has successfully used on its journey toward operational excellence.

“Despite its iconic status and history of performance, Porsche was on the brink of bankruptcy in the early 1990s,” says Firchau. “Sales were down and production costs were up. The crisis demanded a revolutionary shift in both mentality and action.”

With the help of consultants from Japan, the company was able to cut costs while improving quality and throughput time. In addition, it saw an opportunity to hone its own processes and help companies in other industries make similar improvements. And so Porsche Consulting was born.

On the eve of Porsche Consulting’s 20th anniversary, Porsche Consulting, Inc. – the U.S. arm headquartered in Atlanta, established in October 2011

– is guiding clients from various industries to operational excellence using a combination of pragmatic process improvements and strategic management concepts. The tools and methods were first tested and proven within Porsche before being shared with other corporations.

“We are proud to bring the same concepts to our U.S. customers – we even allow our clients an inside view of Porsche’s factory operations in Germany. And more than once, these visits have concluded with clients telling us, ‘please turn us into the Porsche of our industry,’” says Firchau.

Rolling up Sleeves and getting to Work

Porsche Consulting uses a practical approach with its clients. First is a short, focused analysis which identifies a problem area and the factors which sustain it. The Porsche Consulting team then creates a lighthouse project to address the problem area. The objective is immediate improvement. Completion of the lighthouse project creates a case study to serve as a model and inspire employees.

Next the team must identify the key employees who will need to be trained in Porsche Consulting principles. One concept they learn is what Firchau calls “lean goggles” – a means of identifying and eliminating waste from a company’s existing processes.

“‘Lean goggles’ help our clients focus on value – only those things for which the end user or customer is willing to pay,” notes Firchau. “We teach our clients how to replace waste within processes with value-adding activities, rather than simply adding people, money or space to increase productive output.”

This principle of waste reduction can be broadly applied in many industries. Dr. Hamid Shafie, Chief Knowledge Officer of the American Institute of Implant Dentistry (AIID), sees a great deal of waste in his profession. Porsche Consulting and the AIID have collaborated to produce the world’s first lean implant practice methodology course.

“It’s not difficult to uncover waste built into everyday practice. Time is wasted: the surgeon waiting as the operator is set up; patients delaying follow up appointments; surgical assistants leaving the operator for supplies,” says Shafie. “At the same time, we often encounter unnecessary or overstocked supplies, redundant processes and paperwork, and a host of other challenges.”

Dr. Shafie believes Porsche Consulting’s operational excellence methodology can make implant practices more profitable and efficient,



Clients complete the truck building simulation at the Porsche Akademie campus in Leipzig, Germany.

reducing the time oral surgeons spend performing non-clinical tasks. He also sees patient benefits like increased safety and satisfaction.

“Implant dentistry is by no means the only area of medicine that needs to improve the quality of care while reducing costs,” adds Shafie. “If we want to contain healthcare-related spending, there’s no question waste reduction will play an indispensable role.”

From General Principles to Custom Solutions

A critical component of the Porsche Consulting approach is making sure clients understand how to apply operational excellence principles to their own environment. The training program always has a practical exercise component, such as a truck building simulation, so

that the group of key employees being trained can experience the improvement and transfer it to their colleagues.

“We provide state-of-the-art training facilities such as Porsche Akademie,” explains Firchau. “We have several locations around the world and are looking forward to opening a Porsche Akademie campus in Atlanta at ‘One Porsche Drive,’ the future home of Porsche in North America.”

The Porsche Consulting team also helps the employees of its clients create plans for overcoming whatever obstacles the client is facing: reducing complexity within products and processes, shortening production cycles, increasing output and quality, improving supply chain management and more. The client employees and the Porsche Consult



President and CEO Dr. Norman Firchau sketches an overview of the Porsche Consulting approach.

ing team jointly create a structure and roadmap for systematic improvements, with a higher goal of overall operational excellence.

“We don’t simply give our clients a list of tasks, we teach them to identify problems and then act decisively and deliberately,” says Firchau. “There is no shortcut. The methods are tailored to each client’s specific needs and circumstances.”

Benefits for any Industry

Concentrating on general principles means Porsche Consulting can serve clients in many sectors, including industrial equipment, consumer goods, financial services, electronics and software, pharmaceuticals, healthcare, medical technology, construction, transportation and automotive. Thirty percent of Porsche Consulting’s worldwide business is with Porsche, Volkswagen and affiliates.

Porsche Consulting has also helped many aerospace clients. Under Porsche Consulting’s guidance, one manufacturer not only reduced lead time by 15 percent, but created its own lean training program and lean model factory. Another, Lufthansa Technik, reduced the time needed to overhaul long-range aircraft from 36 to 26 days. “Ten days is a lot of time in an industry as fast paced as aviation,” notes Firchau. “After all, an airplane can’t make any money on the ground.”

“Porsche Consulting has the type of expertise and performance you’d expect from such a great brand,” says Paul Baldassari, Flextronics’ Senior Vice President of Operational Excellence. “The Porsche name was a major reason our customer was interested in seeing how we could improve our approach to materials.”

Porsche Consulting helped Flextronics’ Paderborn operation improve its process of materials replenishment. Using just in sequence and just in time strategies, the electronics manufacturer reduced materials in its shop floor and warehouse by 94 percent for a specific customer project. As part of the project, the Flextronics Paderborn operation also increased its production output by 200 percent to meet customer demand.

“One of the best compliments we can receive from any client is: ‘We don’t need you anymore,’” explains Firchau. “Our standards are focused on sustainable solutions that produce measurable results. We place a premium on empowering our clients to be self-reliant.”

Consultants and Coaches

Self-reliance goes hand in hand with another of the company’s quality standards: inspiration of managers and employees. Short-term success and long-term sustainability require Porsche Consulting to change mindsets within client organizations, meaning that consultants must be experienced, insightful and persuasive.

“Since we are defining value in terms of what the end user will ultimately pay for, it’s the people on the assembly line who are adding the most value,” says Firchau, smiling. “That’s not always an intuitive concept for some managers, so they must have confidence in our consultants.”

Keith Lamar, a senior consultant from the United States with a background in logistics, saw an opportunity to make a big impact

in a short period of time with Porsche Consulting.

“I was familiar with Porsche’s reputation for excellence and continuous improvement – there’s an old saying that ‘the best Porsche is always the next Porsche,’” says Lamar. “Still, I was amazed by the depth and strength of the culture. They sent me to Germany to join the ‘warm-up program,’ experience the products and tour the museum. It wasn’t long before I felt like part of the family and became passionate about the company and its legacy.”

Firchau nods in agreement and pulls a laminated card, one carried by all Porsche Consulting employees, from his leather portfolio. In bold letters it says ‘I drive Porsche passion,’ with a few supporting points underneath. “To work for Porsche Consulting requires a commitment to constant improvement, a willingness to be a team player, the ability to critically evaluate all aspects of performance,” says Firchau. “It takes a certain type of person, but fortunately this type of person can come from any culture or nation.”

Many Flags, one Focus

The North American office includes consultants from the United States, Germany, France, Finland and Mexico. Many are engineers, and most have both consulting experience and a manufacturing or research and development background. But according to Lamar, the most important characteristic they all share is the ability to learn quickly.

“To most effectively serve our clients, we need to think several steps ahead of them,” says Lamar. “Through research and preparation

we gain a basic understanding of what the client does, then we combine that background with information obtained onsite at the client location.”

“There are great companies all over the world and right here in the U.S. that have talented people and make outstanding products, but still have room for improvement,” adds Firchau. “We help them establish successful business practices and achieve their full potential through operational excellence.” ■

“We teach our clients how to replace waste within processes with value-adding activities.”

– **Dr. Norman Firchau**



Porsche Consulting draws on its broad multinational experience to better serve clients in North America.

Keith Lamar

Senior Consultant,
American

Background: Bachelor's Degree in Logistics, Master's Degrees in Business Administration and Project Management

Industry Sector Experience: Automotive and Consumer Goods

Dr. Norman Firchau

President and CEO,
German-American

Background: Degree in Mechanical Engineering, Ph.D. in Engineering Design

Industry Sector Experience: Automotive and Aerospace

Gregor Harman

Senior Consultant,
French

Background: Degree in Mechanical Engineering with a concentration in Industrial Engineering, International Production and Logistics

Industry Sector Experience: Automotive and Mechanical Engineering

Exciting Times to Take Over the Helm of the GACC New York

By Dietmar Rieg, President & CEO, GACC New York

Having taken office at the GACC New York on July 1st, I have encountered an energetic, supportive and receptive team – and to boot, there is an experienced board of directors to lend guidance and support.

These are very exciting times with regards to fostering business and economic relationships between Germany and the United States. Based on long-standing shared values, signals of renewed and strong mutual interests in a wide array of topics are plentiful.

Negotiations for a Transatlantic Trade and Investment Partnership

(TTIP) have just started. The benefits of such a free trade agreement between the U.S. and Europe could be enormous including creating additional employment on both sides of the Atlantic. Topics of entrepreneurship, be it high tech, clean tech, bio tech or other business areas, with respective startup nurturing and financing as well as their commercial activities, are being facilitated ever more in a cross-border fashion. Education and professional training are another top priority in both countries. Traditional German vocational training methods have been of increasing interest for companies investing in trained workers – a development

that takes more and more hold in the U.S.

One of the largest transformations in Germany is the ongoing “Energiewende”. On this side of the Atlantic it is the “shale gas boom” which brings along its own challenges and opportunities, but also aspiring renewable energy standards which vary from state to state. All these developments create fertile ground, driving production and providing direct and indirect investment opportunities. While these are just a few of contemporaneously discussed topics, I am confident that we are well-positioned to foster discussions and commerce in these fields.

German Firms at the Forefront

In 2012, the Top 50 German Firms in the U.S. alone generated about \$350 billion in sales in the U.S.

A recent study of the Association of German Chambers of Commerce and Industry (DIHK) shows that the U.S. is the only region to attract significantly more investment and companies from Germany. But not alone the large corporations matter, it is especially the “German Mittelstand”, our small and mid-sized enterprises which play an important role when it comes to supporting the U.S. economy and fostering growth. They are at the forefront



President & CEO Dietmar Rieg with the GACC New York Team.



German American
Chambers of Commerce
Deutsch-Amerikanische
Handelskammern

of creating employment, in part by adopting the dual vocational training system from Germany, effectively closing the skilled workforce gap. In accordance with the DIHK, the Representative of German Industry and Trade (RGIT), a wide spectrum of other partners and the Chambers are jointly establishing quality standards for such vocational programs, certifying their achievements.

Our annual economic survey, the **German American Business Outlook**, released at the end of last year, showed that 95% of German-owned subsidiaries in the United States anticipated growth for their own businesses in 2013, while 87% expected a growing U.S. economy, accompanied by stable financing conditions. The annual **Outlook study** serves as an important indicator of the business climate for German firms in the U.S. So far, the prognoses have proven to be right - the U.S. economy continues to recover. We are currently conducting this year's **German American Business Outlook** whose results will be presented on **December 16, 2013**, in New York City.

Strong Network for our Members

The GACCs New York and San Francisco have more than 750 active member companies. We will continue to strive to provide best practices for

a broad range of services. We will also provide ample opportunities for business networking for our members and run series of events discussing topics of mutual and

actual interests. In doing so, we will certainly count on and cooperate with our members but also with institutions and partners who are active in similar topics. ■

Corner Office: Dietmar Rieg



Q: What were your career plans when you were younger?

For most of my professional career I have been fortunate to work in environments which allowed for educational, professional and personal growth. I have also been in a position to implement and cultivate business ideas and see those grow to respectable business areas. In addition, being part of an energizing work environment that allowed for bouncing ideas off colleagues and peers has been fulfilling. While this could not have been planned, even when younger, I hoped for meaningful assignments and career moves and an active exchange with the outside world.

Q: What defines your leadership and is there anything you have a low tolerance for?

At work we are all professionals in our specific tasks and we should and are behaving accordingly. Working with colleagues I certainly treasure a high degree of dedication and dependability. But at the same time I believe that some humor and fun should also be integral parts of a work place.

Q: What are you passionate about?

Well, there are quite a few things I can get passionate about, both on and off the job. On the latter, it is certainly my family and interaction with my children. Things can get a bit heated on the tennis court or when it comes to football (soccer).

Q: Which book(s) is/are on your nightstand right now?

There are usually several books on my nightstand – currently "Brooklyn" by Colm Toibin, "Das dreizehnte Kapitel" by Martin Walser and "1913" by Florian Illies.

Prior to joining the GACC New York, Mr. Rieg held senior positions at BayernLB, most recently serving as General Manager of its NYC Branch. Mr. Rieg is an economist with a degree from the University of Tuebingen, Germany, and holds an MBA from NYU Stern School of Business.

Be Bold, Go Vocational!

Between work bench and class room: for the longest time, the German dual vocational system was frowned upon abroad – now it's becoming Germany's strongest export

By Stefan Koch, courtesy of HAZ and Stefanie Jehlitschka, GACC

Chattanooga, Tennessee –At first glance, steel does not look all that impressive. The gray chunk is as big as the palm of a hand and relatively heavy. To work this chunk of steel with simple tools in a way that produces a thin, finely polished frame is quite the challenge for the young people who are embarking on their professional careers and are currently completing a dual vocational training following the German model to become a mechatronics specialist. With this, they are walking new paths.

This is how it works: The German Dual Vocational Training System traditionally combines classroom and business, theory and practice, learning and working. The training usually lasts about three years during which students will apply what they learn in class in a working environment. This type of training has been recognized worldwide as a highly effective model. In Germany, it results in one of the lowest youth unemployment rates (7.9%) among any industrialized nation in the world.

"Today, in a somewhat decent shop, a computer-guided machine is used for that," says Ilker Subasi. "Here in our shop, it is important, however, that the young professionals learn their skilled trade from scratch." Subasi is kind of a cultural liaison. As the head of vocational training at Volkswagen's Chattanooga plant, he is responsible for transferring this standard into the New World. In day-to-day business this means: despite state-of-the-art milling machines, VW employees

should be just as familiar with a rough file and a smooth file as mechanics of former generations were with such tools. "Even the latest machines can be operated in a better way if you manually complete each work step yourself beforehand."

Subasi appreciates traditional craftsmanship: Born in Hanover, Germany, he attended Georg-Büchner-Gymnasium [German high school] in Seelze, Germany, and joined Volkswagen when he was 16. After completing his vocational training to become an industrial mechanic, he added several additional qualifications until he was promoted to head of vocational training in Chattanooga last year. He enjoys his life in the US. "What a great country full of open-minded people."

At the same time, living in the US presents a unique challenge for Subasi. Since 2011, VW has been manufacturing a Passat model specifically designed for the US market. And here, vocational training of the local workforce plays a central role. "Quality is the nuts and bolts of our cars. We will not lower our standards in this regard," says Subasi. That is why Volkswagen together with the Chattanooga State Community College now offers a vocational training model that is to set a standard in the US. Standards are identical with the requirements in Germany: "Volkswagen's Automation Mechatronics Program is at the forefront of establishing high quality standards for vocational training in

the U.S.," said Martina Stellmaszek, President & CEO of the German American Chamber of Commerce of the Southern U.S. (GACC South). "This is the first program in the U.S. that is fully accredited by the Association of German Chambers of Commerce and Industry and the German American Chambers of Commerce." This is a first in the US. At least until now.

Among the first young professionals to complete the training is Windy Scott. The African American feels like a pioneer. "If I pass my final exam this summer, I can immediately start working at VW in my area of expertise. In addition, I would be able to apply in any of VW's other plants as well since the training is acknowledged in Germany," says the 38-year-old woman. She has already successfully completed a Bachelor's degree in electronics engineering. "But that does not compare to this practical approach to learning." The number of participants shows that it was a rocky road to get to the program: Windy's class started three years ago with 20 male and female participants. Eight of them left the vocational program – or were poached by other employers.

The three-year vocational training for a trade profession, comprised of equal parts of theoretical and practical learning, has been relatively unknown in the US until now. Many businesses limit training to only the basics. "Employers shy away from investing huge amounts of money into their employees, since they never know how long said employees will stay



Class of 2013 of the Volkswagen Group of America, Chattanooga Operations

with the company,” says Subasi. Not only is it possible to fire people in the US in record time – employees often resign quickly as well if they are offered more money at another company.

Volkswagen invested US\$40 million in a new Training Academy at the Chattanooga plant. “For centuries German companies have provided comprehensive vocational training to ensure the development of a skilled workforce of tomorrow and it is very inspiring to see Volkswagen Chattanooga continue this tradition here in the U.S.,” added Stellmaszek. “Training programs like this will most certainly have a positive impact on local economies and communities.”

It is becoming increasingly popular to bank on solid training rather than on making a quick buck. The biggest advocate of the dual vocational training system is Barack Obama: Several times, the President of the United States has called on companies to start a rethinking process – all the while praising the German model. “These German kids are ready for the job the moment they graduate from the training,” he says. In his opinion, the dual system promises a better qualification than theoretical lessons alone. It stems from a somber

background that Obama sends members of his administration to Chattanooga on a regular basis so they can witness the dual system for themselves: While economic data is starting to look more positive, the nation’s unemployment rate is still relatively high. In a country, in which the unemployed used to quickly find a new job, long-term unemployment threatens to consolidate. That is probably another reason why German companies are more popular than ever with Obama. Not only do they create new jobs in the US but they also offer solid training. It is not surprising that Obama mentioned Siemens several times in his State of the Union address. The carmakers BMW in South Carolina and MBUSI in Alabama also see regular government visits.

“The training is demanding. In addition, it is not easy to live on a trainee salary for three years,” says Windy Scott. “But it is well worth it. It gives you the satisfying feeling to be needed in the long run.”

August 13, 2013 was a very special day. Volkswagen Chattanooga celebrated the inaugural graduation class of 12 trainees of the Automation Mechatronics Program. “I want to thank Volkswagen for establishing this valuable program, and I applaud



Martina Stellmaszek, President and CEO of the German American Chamber of Commerce of the Southern U.S. at the Inauguration

all of the academy graduates on their achievement,” Tennessee Governor Bill Haslam said.

“Volkswagen Chattanooga is committed to the development of our workforce, and are proud that our students are the first Americans to be certified by the German Chambers of Commerce in Mechatronics,” said Sebastian Patta, Vice President of Human Resources. “Volkswagen understands that a well-trained workforce that produces high quality products creates further economic prosperity for all.”

All trainees passed their final exam and have guaranteed jobs at the plant with an annual salary starting at \$40,000. ■

Translated from German by Sandy Jones, GACC

MAHLE Celebrates Farmington Hills Expansion and Dedication of North American Headquarters

MAHLE Group, one of the 20 largest companies in the automotive supply industry worldwide, has grown over the last decade dramatically and recently acquired a neighboring building in Farmington Hills, Michigan. With the consolidation of its corporate activities, a new campus has been created to house MAHLE's North American Headquarters.

MAHLE has been manufacturing world-class products in the US since 1976. MAHLE's presence in Detroit dates back to 1992, when a small sales office was opened in the Detroit area. During the first phase in 1998 the Tech Center in Farmington Hills was built, which has since then doubled by 2004. The idea to expand the Tech Center even more and to add centralized functions first

arose in 2008, but was delayed for economic reasons.

New plans were approved for construction of an expansion during 2012. That was when the adjacent 50,000 ft² office space along with 70,000 ft² warehouse space became available. Several benefits were identified with this potential purchase, such as avoiding a year-long construction on the existing premises, providing space to consolidate activities of four locations into one while allowing room for future growth, and all at lesser cost than a new construction.

Purchase of the 120,000 ft² facility was completed in June 2012 and renovations began in October of last year. Since then, MAHLE has consolidated four locations on

its 183,000 ft² Farmington Hills campus, with nearly 400 employees on premise.

"This move not only allows us to consolidate Sales, Accounting, Finance, Legal, Human Resources and IT functions on one campus, but it also demonstrates MAHLE's commitment to the state of Michigan and the automotive industry," said Roland Zitt, President, MAHLE Industries, Incorporated during the opening ceremony.

The new MAHLE North American Headquarters and expanded facilities were officially dedicated at a ceremony on June 26, 2013. Approximately 300 guests attended the grand opening, together with 120 top management representatives attending MAHLE's summer International Executive Meeting, which was also held in Farmington Hills.

"In North America, MAHLE has more than 7,400 employees committed to fulfilling the high requirements on development competence and quality and thus in our trustworthy relationships with our customers," Prof. Dr. Heinz Junker, Chairman of the MAHLE Management Board, said during a press conference prior to the ceremony, conveying MAHLE's commitment to the North American market and its customers.

MAHLE's North American Headquarters in Farmington Hills



MAHLE

MAHLE is Setting Standards for Every Employee

Implementing a system that is very similar to the German dual-vocational training system, MAHLE has an elaborate program that facilitates each employee.

“Not only are we committed to strengthening relationships with our customers, we are equally committed to investing and developing our most integral asset – our employees. MAHLE associates contribute fully to the success of our company; therefore, we attach great value in training our associates at every level,” complements Roland Zitt.

MAHLE has created various programs for employees at different stages, which include:

LDP = Leadership Development Program designed for high-potential employees.

MDP = Management Development Program for high-potential employees in salaried-level positions, aspiring to be in management.

IDP = International Development Program for management with the goal to be mobile and move to other regions of MAHLE in leadership roles.

EDP = Executive Development Program is designed for high-level executives to stay sharp and develop an international executive network within the MAHLE organization.



Left to Right: Daniel Moody, (General Manager, MAHLE Clevite Inc. – Retired), Martyn Hempston, (President MAHLE Engine Components USA, Inc.) Bruce Moorehouse, (President, MAHLE Filter Systems North America, Inc.), Roland Zitt (President, MAHLE Industries, Incorporated), Neil DeKoker (President & CEO, Original Equipment Suppliers Association – OESA), Rick Snyder (Governor, State of Michigan), Professor Dr. Heinz Junker (Chairman of the Management Board of the MAHLE Group), Barry Brickner (Mayor, Farmington Hills), Scott Ferriman, (Vice President Sales and Application Engineering – NA), Jonathan Douglas, (General Manager, MAHLE Clevite Inc., Aftermarket NA)

Mr. Zitt adds, “New employees are provided job specific training for the first 12–18 months which include classroom, self-paced, and on-the-job training. We support our supervisors, team leaders, and professional/specialized knowledge associates to participate in courses to strengthen their skills and knowledge through various internal and external mediums. Leadership development training programs are offered following global MAHLE guidelines, however with regional emphasis.”

Being a leader in the automotive industry is nothing new to MAHLE. Each year Ward’s AutoWorld magazine selects and publishes “Ward’s 10 Best Engines” – a list of the ten “best”

automobile engines available in the U.S. market. MAHLE has supplied products for engines on Ward’s Top 10 engines list since its inception in 1995. Since 2004, at least 8 of the 10 winning engines have used MAHLE components. In 2013, ninety percent of these award-winning engines have MAHLE components. This pays a great tribute to MAHLE’s engineering and product developments teams.

Today, every second automobile produced worldwide contains MAHLE components. This achievement is no accident – it is result of a formula of innovation, forward-looking concepts, world class products, systems and personnel. MAHLE - Driven by Performance. ■

GACC Midwest Opens New Office in Michigan

New office as response to ongoing German investment in Michigan

By Jasmin Welter, GACC

Arenaissance of the manufacturing industry, re-shoring, and increasing German investment – Michigan has led the way of economic growth in the Midwest with the most new manufacturing jobs of any state in recent years. In this positive investment climate, the German American Chamber of Commerce of the Midwest (GACC Midwest) is pleased to announce the opening of a new office in Detroit. This expansion of GACC Midwest's operations to support companies in their export and investment plans comes at a time in which the US is becoming more and more attractive as an investment location.

Prior to expanding its consulting operations in Michigan, GACC Midwest had received an increasing number of inquiries from German companies doing business in Michigan, and especially but not exclusively in the recovering US automotive industry. The primary role of the new office will be to provide services to companies that are in the process of expanding their transatlantic trade and investment in Michigan and the region. Over 360 German companies already have operations in the state, with a total of approximately 31,200 Michigan residents employed by German subsidiaries.¹

The office will be managed by Dieter H. Lehnert. German-born and raised in America, Dieter brings significant international experience with him, having worked within the global automotive industry for 35 years. He started his career at GM in 1973 as part of the cooperative education program at General Motors Institute (GMI). After graduating he remained with GM (1978-84) before continuing on with global Tier 1 suppliers specializing in electrical and electronic applications. During the last 30 years Dieter has held senior technical and commercial management positions at Sheldahl, Thomas & Betts, Alcoa (AFL), and Draexlmaier. Many of his assignments involved projects with major German firms including several with Volkswagen, Mercedes Benz, BMW, Siemens, Leoni, Robert Bosch, and others. Most recently he worked with STACI, a global provider of electronic manufacturing services, where his responsibilities included defining and implementing corporate business acquisition initiatives.

In his new role with GACC Midwest, Dieter will leverage his experience to advise companies with market research, partner identification, providing virtual offices in early stages of market entry, site selection for facilities, and other consulting services traditionally provided by all GACC office locations. He will also



Dieter H. Lehnert

actively work with the local GACC Midwest - Michigan Chapter to support companies already based in Michigan. ■

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1. www.rgit-usa.org and www.germancompanies.us

Can the Euro Be Saved, And If Yes, How?

This was the keynote speech at the “Common Economic Challenges” conference, held from July 17–19, 2013 at Chicago’s Federal Reserve Bank. For the third year in a row, the Goethe-Institut Chicago invited international academics, diplomats, and economists to discuss European economics, the crisis in general as well as Germany’s role in particular, and its impact on the U.S. After examining *Economic Changes Since the Introduction of the Euro*, and ways of *Getting the Euro to Work* in the past years, this year’s conference

focused on *Social Market Economy and the Euro*. The objective of the conference was to inform educators about current economic issues in Europe and their political and cultural implications. At the same time, these educators learned about Europe’s economic presence in the U.S. and its role as a business partner, and were encouraged to include Europe and Germany into their curricula.

In his keynote, Dr. Henning Meyer (London School of Economics) suggested that European govern-

ments should “be honest and explain the real situation to people across Europe!” He also warned of the dangers of a “lost generation” due to the high youth unemployment in some European countries. Professor Charles Kahn (University of Illinois at Urbana-Champaign) elaborated on the inherent difficulties of multinational currencies and those peculiar to the Euro. Dr. James Maloy (University of Pittsburgh) attributed those difficulties to the fact that “the Euro was formed with political ideals that often conflict with economic ideals” and that its



Among the most significant benefits of the agreement is combining the two largest economies in the world among partners who share common values in the rule of law.
– JD Bindenagel

introduction did not equal European integration.

Following the academic perspective, Valerie Rouxel-Laxton presented a political viewpoint and concluded that the “lifestyle super power” Europe must show the added value for all its citizens. She added “It takes reform, partnership, and cooperation to create a prosperous European future.” She also emphasized the dangers of youth unemployment, but pointed to the opportunities the 28-member states labor market offers: “We have to prepare people to be mobile.”

Regarding the economic relations between the US, Europe, and Asia, she stated that European investments in the US are twice as high as

in India and China, and US investments in Europe are three times as high as in all of Asia combined. This fact should encourage educators to keep Europe on their minds – and include conversations about transatlantic relations in the classroom.

To emphasize the importance of this topic, there is no better example than the ongoing negotiations about the Transatlantic Trade and Investment Partnership (TTIP). Retired ambassador JD Bindenagel stressed that after nearly two decades of attempts to negotiate a Transatlantic Free Trade Agreement, there has never before been such an ambitious bilateral negotiation as TTIP. He

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explained that the proposed agreement will lower non-tariff barriers and significantly increase trade, which will especially benefit SMEs. Trade liberalization will increase wages, reduce unemployment, and thus improve consumption and economic activity. He further stated that “Among the most significant benefits of the agreement – with economic, legal, and political ramifications – is combining the two largest economies in the world among partners who share common values in the rule of law. The agreement would create a robust, reliable, and global single market and promote growth.”

From such theoretical reflections, conference contributions turned to more practical matters. Anne Cappel (European-American Chamber of Commerce, Cincinnati) spoke about the impact TTIP will have on the Midwestern economy and how to prepare future global leaders. Simone Pohl, President and CEO of the German American Chamber of Commerce of the Midwest, displayed the strong economic presence of the 3,500 German companies – employing about 570,000 workers – in the

U.S. Ms. Pohl’s presentation met with lively interest and the educators were particularly eager to learn about cooperation between colleges and companies as well as the Skills Initiative of the German embassy.

The next day, conference participants learned in more detail about two truly German topics, the Social Market economy and the dual educational system, which helps Germany to enjoy the lowest youth unemployment rate in Europe. While the educational environment in the US is significantly different from Germany, the audience was nevertheless interested in possible adaptations for their students.

Information about available resources rounded off the program; interactive workshops invited educators to further explore the topics and provided potential ideas for the classroom. Social events in the evening created additional networking opportunities and energized the participants. Eventually, all left hopeful that the Euro can be saved – provided the EU will create the institutions necessary for its success. ■

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Federal Ministry of Economics and Technology



The Future of Mobility

How German Design Will Move Us

by Simone Friese, GACC West

Design has long expanded its function from merely serving an aesthetic purpose to emerging as an interdisciplinary approach to solve contemporary societal problems.

On August 13th, GACC West, San Francisco followed last year's successful event 'german design – shaping the future today' by organizing a second half-day conference on German design. While last year's event gave a broad perspective on sustainable design ideas made in Germany, this year's conference focused on the question, how German design can find innovative mobility solutions.

Design – beyond mere aesthetics – is an enabler of innovative ideas and a provider of solutions for the challenges of our time. Globalization and urbanization keep creating the need for efficient and sustainable mobility concepts. Germany - with one of the world's most developed

transportation infrastructures - pioneers the mobility sector and will have a significant impact on the way we will "move" tomorrow.

Funded by the German Federal Ministry of Economics and Technology, 'The Future of Mobility – How German Design Will Move Us' tackled the question of how design can help to meet the global challenges of our society and how German design in particular can contribute. Experts from the field of automotive,

industrial, graphic and interaction design, as well as trend forecasters presented their vision of mobility and keenly discussed where the future will take us.

Starting with the introduction of current mobility trends and the impact of design on human behavior, the conference offered a forum for renowned German and American design experts to introduce and discuss their latest ideas and applications. Throughout the day speakers



New GACC CEO, Dietmar Rieg met with German Consul General Dr. Bernd Fischer and Kai Ulrich, Deputy Managing Director of GACC West, San Francisco (left to right)





Half-day conference on August 13, 2013 by GACC West

from various fields presented new technologies from electric cars, to trains, airplanes, e-bikes and interactive mobility solutions. Highlight of the conference was the presentation of BMW's new i3, a sustainable vehicle designed for urban areas, driven purely by electric power to meet the demands of sustainable and emission-free mobility.

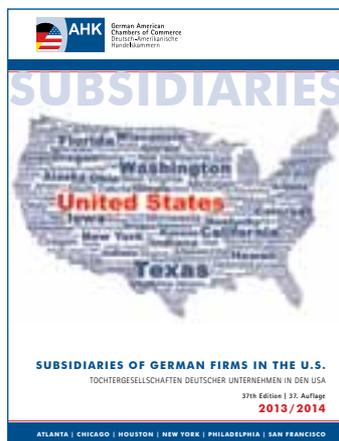
In the end all participants took advantage of the outstanding opportunity to share knowledge and profit from an international network. Therefore 'The Future of Mobility – How German Design Will Move Us' proved to be a successful event. ■



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The Digital Doorman That Never Sleeps



German Startup Success in the U.S. – Bernhard Mehl from KISI gives insights:

Think about what you have in your pocket right now. Usually there are at least three things – smartphone, wallet and keys. Of those three, keys are by far the most inflexible because they are not made for sharing. Invented 4,000 years ago, they come with the disadvantages of having to be physically handed over, followed by a total loss of control once given out to others.



Founders of KISI

The main driver behind integrating the key into the phone is the uprising of the sharing economy, worth \$3.5 billion and growing 25% year over year. Access to the home, specifically apartments, becomes the bottleneck when concierge services are booked online but the key always has to be picked up, dropped off or stored somewhere. Think about those instances when you go online to schedule same-day delivery, care givers, handymen, babysitters or dog walkers. Having to arrange the handing over of keys creates a dent in an otherwise smooth user experience. It just makes no sense to book services for an apartment or an office

online and then pick up a key somewhere to gain access. Service providers don't want to think about how to get the key and being responsible for it. This hinders the usage of those services. In a cloud-based world, where everything is backed up online and nothing can be lost anymore, there is simply no need to risk losing a key. But today, when a key is lost, it's gone. That is not acceptable anymore.

The reason why we still have keys is because there are billions of dollars invested in existing infrastructure – and additional dollars would have to be reinvested to grant smartphone-based access. Think about your intercom that is probably over 20 years old. Getting a new shiny digital panel that works together with your smartphone would require pulling a bunch of new cables through the entire house or apartment.

KISI solves this dilemma by providing the first mobile-based virtual access network that easily integrates into large city buildings – without rewiring or changing hardware. One single device can be tied into the network at any connection point to provide a secure access signal. This is how KISI allows users to remotely unlock the door for others, or send temporary time-based access beforehand – right onto the smartphone. Since every transaction is documented and users can remove existing access rights, it provides a level of security that tenants and landlords never experienced before.

We came up with the idea of an access-sharing network when we were – believe it or not – at Oktoberfest in Munich. Each one of us had to leave the cozy yet crowded tents at one point to hand over keys to visitors who came from other parts of the world and stood in front of our apartments with all their luggage – waiting to be let in. Since the beer halls were so crowded that we couldn't get back into the traditional fest, we were convinced that there has to be a smarter way to open the door without having to leave the tent. This is how the idea for KISI was born.

The name "KISI" pays homage to the Turkish-named street near Oktoberfest where one of the founders lives. The Turkish word "kisi," meaning "people," was the inspiration for the name and the vision of the company. Access should be centered on people – not on keys. KISI wants to enable and enhance collaborative consumption among everyone. ■

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GACC Interview with KISI Co-founder, Bernhard Mehl on the Startup Environment in the U.S.

By Ning Wang, GACC

GAT: Is there a trend that startups from around the world are establishing themselves here in the U.S. for the talent pool? Are there other reasons?

Bernhard Mehl (BM): For us Germans, New York City is great since we can complement our technical skills with the best sales and design talent for which this city is famous. There are excellent universities like NYU and Columbia which we have close ties to: The NYU Incubator in Brooklyn helps us to get connected to the local startup scene and they introduce us to investors as well as talent. Since we won a startup competition from Columbia, we have close ties to them, too. We just had a great MBA intern from their business school who had previously worked in consulting for three years. Usually, you are not able to recruit that kind of talent in Germany – not because they are not as good, but because the public perception of working in startups in the U.S. is just very well respected – unlike in Germany, where people wonder why you wouldn't choose a large car manufacturer over a small startup as your employer.

GAT: There are quite a few German startups, any explanations why?

BM: The German-speaking community is well connected in New York. German investors and entrepreneurs are usually thrilled to help us with introductions since they want to see these young Germans who come out

to New York to start their business succeed – just like they did in their earlier years. This makes the city an incredible resource of open-minded mentors and supporters.

GAT: Why New York and not Silicon Valley for KISI?

BM: First of all, we have an office in Munich as well as in New York. The time difference is 6 hours, thus we can still communicate during regular office hours. This wouldn't be possible in Silicon Valley. Collaboration among international teams just works better for us from New York.

Second, New York is the ideal market for business and consumer startups because there is a high density of residents who are high earners and, most importantly, who are open to try new products. But since New York also has one of the most challenging infrastructures consisting of old buildings, strict regulations and high competition, the city is the ideal ground to test and prove our product: If it works here, it works anywhere.

GAT: What helped you in the beginning and where lie the unique selling points when it comes to offering your product?

BM: When it comes to meeting potential suppliers, manufacturers or distributors, New York is the place where any one of them is either headquartered in or has an office, or sends at least one sales person to



Bernhard Mehl is the co-founder of KISI, a New York- / Munich-based smart access startup. In both locations the team has developed a virtual access network called KISI that makes all locked objects in the city digitally accessible by smartphone. The startup is currently successfully running pilots in apartments, offices and buildings located in NYC and Munich.

frequently. Since everyone comes to New York at a certain point, we can keep our travel expenses low.

Last but not least, we are excited about the strong support we get from the city itself. In Germany, the cities usually don't even have dedicated staff we could talk to. In New York, the New York Economic Development Corporation, which is a non-profit local development corporation that promotes economic growth across New York City, really helps local businesses to start out here. To have the support from a city like New York helps us tremendously. ■

German Lingerie Brand Triumph Debuts in U.S.



With the opening of two stores in the U.S., Triumph has entered a new era in the company's plans for international expansion. With over 40,000 wholesale customers and 2,000 stores globally, the ever-growing company is one of the world's largest intimate apparel businesses.

The families behind the luxury lingerie brand Triumph originate from Germany, where since 1886, starting from humble roots, Triumph has grown from an operation of six seamstresses producing handmade corsetry in a small barn in Württemberg to the world's most international lingerie and shapewear business.

Today, Triumph has grown to an operation equipped with state-of-the-art technology and close to 50 subsidiaries serving 120 markets and employing more than 36,000 people. In 2011, the company generated revenues of over CHF 2 billion.

"Our tradition has always been one of innovation and our history is one of progress", says Markus Spiesshofer, CEO & Managing Partner and member of the founding families. Still firmly in the hands of two families, the 127-year-old firm has been showing a track record of a multitude of patent applications which regularly places the company at the top of its game, showing impressive evidence of Triumph's innovative strength. ■




Triumph

Contact info:

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Store Locations:

Walt Whitman Shops
 160 Walt Whitman Road
 Huntington Station NY
 11746

Triumph Roosevelt Field
 630 Old Country Road
 Garden City NY
 11530

GAT met with Merve Liebelt, Vice President of Communications for Triumph of Europe before the openings of Triumph's new stores at Walt Whitman Shops and Roosevelt Field:

GAT: Is this a milestone for Triumph? Strategically, what was the turning point for Triumph on deciding to expand to the U.S.?

Merve Liebelt (ML): This is the first time Triumph International has formally entered the U.S. market with the explicit intention of building up a business organization to introduce its namesake brand – Triumph – and expanding its own retail space in order to control and drive our positioning. This of course is a milestone. Traditionally, we focused much of our expansion efforts in the Asian markets and more recently also in the European region. But the U.S. is one of the most complex and mature consumer markets in the world and it is an extremely interesting area for business expansion in general.

As the U.S. market is very dynamic, we spent a lot of time to develop what we feel the American consumer can rightfully expect when it comes to service standard and what a brand like Triumph has to offer. We allowed extra time to analyze the requirements of the American market and identified that there is a considerable demand for fashionable quality brands with a European appeal, supreme fit and excellent service for our customers – and Triumph offers all of it. Our retail shopping experience is built to really accentuate the services Triumph has to offer and we are very pleased that we can now present this to a discerning American customer.

GAT: How does a brand like Triumph set itself apart from the U.S. competition?

ML: Having been around for over 125 years, and always having to surprise and innovate, we know that only the customer is the judge of what we do.

While we observe and respect other brands and their activities, we stay true to our roots and our area of expertise – which is creating uniquely stylish quality lingerie and shapewear with an unparalleled fit. We also believe that the intimate and private-enjoyable lingerie shopping experience we provide in our stores supports our brand philosophy – which is not limited to addressing the physical and aesthetic needs of a woman but goes on to satisfy her emotional demands. This is something we bring to the market in quite the unique way, and this underlines our potential and character as the “the brand of a true maker, bringing new products, new shopping destinations and quality to U.S. consumers.

GAT: Triumph has acquired stakes in New York City-based lingerie retailer Journelle and Mexico City-based Vicky Form – what else is planned for the future?

ML: The acquisition of controlling stakes in those two companies happened simultaneously and paved the way to increase our footprint on the American continent.



Merve Liebelt, Vice President of Communications for Triumph of Europe

Our own stores allow us to really offer a customized and individual brand shopping experience and we want to make sure that this happens in a very structured and controlled way, ensuring that our brand is perceived the way it should be. To give you a glimpse of our future activities – we are launching e-commerce in the U.S. this fall, making our products widely available to the American public. On the brand communication activities side, we will continue with another store opening planned for early 2014. Several further store openings are planned for next year and beyond in our strategic expansion plan – please understand that this is all I can disclose right now. You will be seeing a lot of Triumph activities in the U.S. – so stay tuned! ■

Interview with Amy Ard

Chief Financial Officer, Advanced Metallurgical Group N.V.

by Lindi von Mutius, GACC



Amy Ard
Chief Financial Officer, AMG

GAT: AMG operates globally. Has this always been the case?

Amy Ard (AA): AMG has always been a global company. The AMG Processing unit traces its origins in the development and production of specialty metals to 1911, when Gesellschaft für Elektrometallurgie mbH (GfE) was founded as a producer of vanadium alloys and chemicals in Nürnberg, Germany. In 1937, GfE expanded its products and operations by establishing a United Kingdom subsidiary, London & Scandinavian Metallurgical Company, Ltd. In the 1940s, GfE reincorporated in the United States under the name Metallurg, Inc. In the late 1970s, Metallurg expanded its operations to Brazil. AMG Engineering unit traces its origins to the predecessor companies of ALD Vacuum Technologies GmbH (ALD), founded in Germany during the mid-1800s. The AMG Mining unit was formed in 2013, although it can trace its roots back over 140 years. The unit produces critical materials utilizing its secure raw material sources in Africa, Asia, Europe and South America. AMG was ultimately incorporated in the Netherlands in November 2006 formed from a combination of specialty metals businesses.

GAT: Do you find operating globally brings any special challenges?

AA: AMG's 3,275 employees operate in fifteen countries. Our biggest issue is communication across countries, segments, and teams. Specially, I find that consistently communicating expectations not only for how our business operates, but also how the global economy is moving to be critical. For example, Germans view AMG's operations in light of Germany's role in the global economy and these are different views from the way Americans see our company's role. I enjoy learning about all these different viewpoints, but it's also challenging.

Our business is linked very closely to the global economy. For example, in 2012, global steel production grew only 1.2%, and AMG's markets, particularly for the European centric businesses, remain challenging. We had to maneuver through these challenges so that we could increase revenue and profits in certain sectors such as aerospace.

GAT: How has your background prepared you for the metals industry?

AA: Metals is a man's world. Few women leaders exist in the metals

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industry, but I think my work ethic has really helped me to gain the experience necessary to feel comfortable. Work has always come first for me, and sometimes I have to remind myself to balance work and other demands. I learned this work ethic and balance from my mother. She was very hard working and for most of my childhood, she worked more than one job. That work ethic helped me to succeed in college and as an accountant at PWC. After I became a manager at PWC, I moved to PQ Corporation. My mentor at PQ eventually moved to AMG, and he encouraged me to do the same. I then worked full time and earned my MBA from Villanova at night. I've worked with AMG since 2005, and working those long hours has allowed me to have a deeper understanding of the industry as well as communicate with all of AMG's teams.

GAT: What is your proudest accomplishment at AMG?

AA: In late October, AMG's Board of Directors will make a formal announcement stating their intention to nominate me to the Management Board. If the shareholders approve the nomination, I will be the first female member of AMG's Management Board.

GAT: How does AMG contribute to advancing global sustainability?

AA: AMG measures itself not only in terms of revenue, but also in sustainable development. Since 2011, we have invested more hours training employees not only in their job performance, but also in human rights, health and safety, and business ethics. We plan to continue investing in our employees as we grow. One of AMG's growing sectors is green economy, and we are a key link in the supply chain for the solar, nuclear, advanced materials and recycling industries, each of which will play a vital role in addressing the ongoing challenges of climate change, waste reduction and pollution elimination. At the same time AMG is committed to measuring and minimizing the environmental footprint associated with its own manufacturing operations. So, in addition to growing profits, we are increasing our commitment to the safety and productivity of our workers, and our commitment to the environment. ■



Plastic Age Dawns on Germany

Industrial Clusters and Research Culture put Germany at the Top of Investors' Lists

By Peggy Görlitz, Germany Trade and Invest

Plastics move the world: physically as an essential component of most modes of transport, sports equipment and medical products, and emotionally as an indispensable material in all modes of eye-catching modern design – including some film stars. Plastics could save the world too; if the EU and Germany are to achieve their climate goals they will need a strong plastics industry to do so. Electric cars, solar cells, wind turbines, aircraft, building insulation... all these and countless more industrial applications rely in part on plastics' lightweight durability. We are moving into the plastic age.

Germany is becoming Europe's plastics industry centre. Foreign companies, such as Israeli automotive component company Arkal Automotive, Chinese chemical company Honshu or Japanese synthetic fiber company Kuraray, are moving in despite the prospect of stronger business growth in Asia than in Europe in the coming years. Germany ranks first in Europe as a destination for foreign direct investments in the plastics industry, having been the location of choice for a total of 182 projects since 2003, with the USA as the biggest source of investment in terms of number of projects, according to

research by Germany Trade & Invest. Germany is also Europe's biggest plastics production location and plastics market, accounting for around a third of total European output and a quarter of total

European demand. Its share of global production amounts to seven percent. Sixty-five percent of all investments in plastics in Germany are manufacturing and research and development projects.

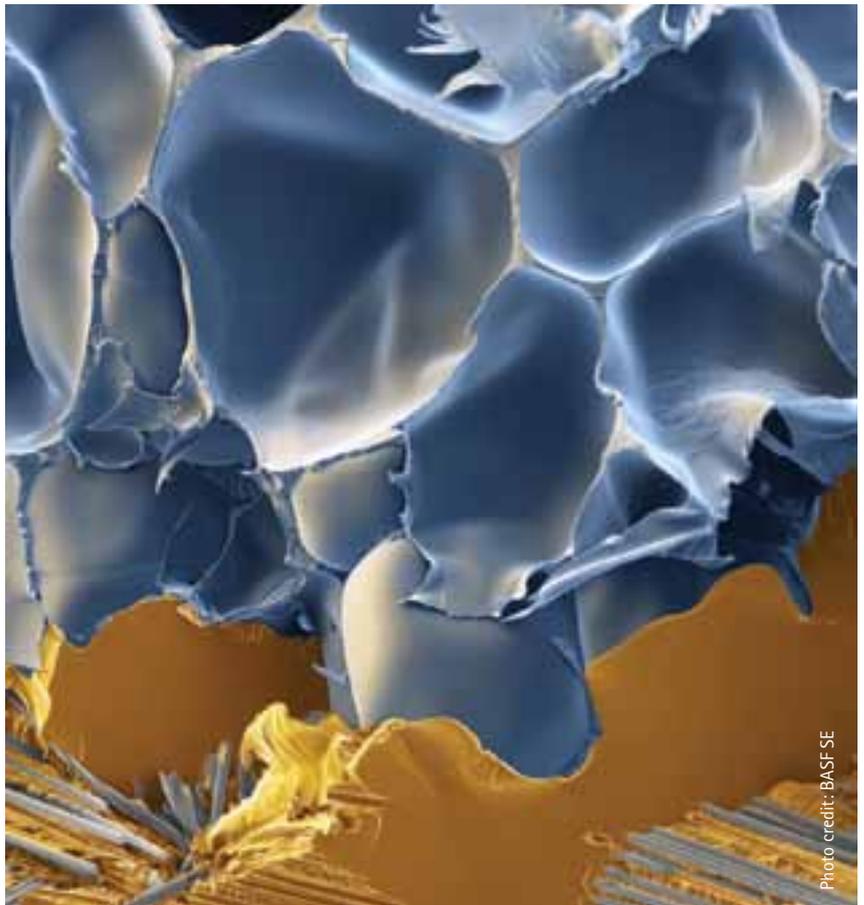


Photo credit: BASF SE

Amazingly efficient and fit for wide-ranging high-tech applications: plastics are widely considered the material of the 21st century. One case in point is Kerdyn® (above), an innovative structural foam invented by German chemicals giant BASF that is used in wind turbines.



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Why Germany for plastics?

“The fact that Germany can successfully carry out research, development, and production for the world market is due in part to the classic benefits Germany offers as a business location: well-trained, highly-qualified, and motivated employees, political stability, and the ability to make long-term plans, as well as a long-standing tradition of good labor relations, decent infrastructure, and a strong focus on quality,” says Dr. Josef Ertl, chairman of PlasticsEurope Germany and of the WVK Plastic Industry Association.



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.

“But it is also becoming increasingly clear how valuable our attractive industrial mix, the presence of globally active companies, strong small and medium-sized industrial businesses, and intact chains of production with efficient suppliers are. All this ensures the delicate balance needed for innovation and also facilitates top results in research and development. Plastics in Germany, especially in more recent applications like nanotechnology, benefit from industrial clusters and a strong research base. Companies are very well connected to polymer scientific institutes at universities as well as to independent research institutes.”

This is backed up by healthy figures. The three branches of the plastics industry – production, processing, and machinery manufacturers – generate sales of some EUR 90 billion and employ around 375,000 people in 7,090 firms, according to the WVK Plastic Industry Association in Germany. The European Union is Germany’s most important market by far, making up 70 percent of German plastics exports and 90 percent of its plastics imports. Geographically, Germany is perfectly poised to take advantage of the ever-expanding EU.

Germany’s key advantage in plastics, as in so many other industrial sectors, is a thirst for development and cutting edge technology. Many enterprises are organized in clusters, where firms, academic institutions and research centers are located in the same places – a model promoted by the German government and which many countries are now attempting to emulate. These clusters facilitate innovation and boost efficiency by enabling the exchange of ideas, pooling resources, and streamlining production.

“We constantly find that foreign companies are interested in participating in the benefits afforded by clusters of innovation, as well as in accessing modern research and development infrastructure,” said Peggy Görlitz, Senior Industry Manager at Germany Trade & Invest. “For them, it’s not about ‘copying’ technology but about successfully developing their innovations in ideal conditions in Germany.” ■

**Meet GTAI at PlasticsEurope
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WASHINGTON
★ UPDATE ★

NEWS FROM INSIDE THE BELTWAY

As TTIP Negotiations Start, German Industry
Advocates a High Quality Agreement*by Fabian Wendenburg, BDI, and Dr. Bettina Wurster, RGIT*

More than 150 representatives from the European Commission and the United States Trade Representative started off the negotiations for a Transatlantic Trade and Investment Partnership (TTIP) on July 8th in Washington, DC. United States Trade Representative Michael Froman and EU Trade Commissioner Karel De Gucht confirmed the strong political commitment for this project. The negotiations are currently planned to come to a close at the end of 2014. Daniel Mullaney, Assistant US Trade Representative for Europe and the Middle East, acts as US chief negotiator. His EU counterpart is the Director for the USA and Canada at the European Commission's Directorate General for Trade, Ignacio Garcia Bercero. Regulators from both sides are involved in the negotiation process. Negotiators have established 24 working

groups, dealing with issues ranging from Agricultural Market Access to Intellectual Property Rights to Energy and Raw Materials. The next round of TTIP negotiations will take place during the week of October 7th in Brussels.

Wanted: A Comprehensive and Ambitious Partnership for Jobs and Growth

The German Industry – represented by RGIT and its principals, the Federation of German Industries (BDI) and the Association of German Chambers of Industry and Commerce (DIHK) – welcomes the launch of negotiations for a transatlantic trade and investment partnership. Once implemented, it will have a significant impact on both economies by fostering growth and by creating jobs. Estimates show that the transatlantic economy could grow by \$200 billion per year.

Studies commissioned by the German Federal Ministry of Economics and Technology as

well as by the European Commission clearly indicate that the full potential of economic benefits and welfare gains can only be realized if an agreement covers all sectors and addresses all barriers to trade. This is particularly true for small and medium sized enterprises (SME) that face de facto barriers to market entry because of non-tariff barriers and regulatory discrepancies. Therefore, the German Industry calls for a comprehensive agreement. All components of the TTIP should be negotiated in parallel and as part of a single undertaking.

Three areas: Market Access, Regulatory Cooperation, and Global Rules

In the area of market access, the German Industry calls for the elimination or phasing-out of all industrial tariffs; the removal of market barriers for investments and

RGIT REPRESENTATIVE of German Industry + Trade

services (e.g. ownership restrictions and localization requirements), better access to US procurement markets (e.g. by preventing discrimination through “Buy American” rules); and the facilitation of visa and work permits.

Regulatory cooperation will likely be one of the most complex areas of negotiations. However, progress in this field involves the biggest economic potential as it would eliminate redundancies and red tape across all sectors. Regulatory cooperation should build on the existing high level of consumer, safety, health and environmental standards in the EU and the US. Negotiators and regulators should focus both on horizontal and on sector-specific cooperation. On the horizontal level, processes and mechanisms to achieve regulatory coherence should be developed, including early consultations, impact assessments and regulatory reviews. On the sector-specific level, the harmonization or the mutual recognition of existing regulations and standards should be achieved in cases where diverging regulations lead to comparable outcomes. In addition, the German Industry supports the EU Commission’s approach to define an institutional process for regulator-to-regulator cooperation after negotiations conclude.

Finally, the agreement should develop global rules that could be adopted beyond the transatlantic market and that could serve as the basis for future global trade rules. For example, joint efforts to improve IPR protection could lead to an overall improvement and to higher global standards in this area. Third party countries should therefore be allowed to adopt the rules developed within the TTIP.

Conclusion: A Game-Changer for Transatlantic Relations

The successful launch of negotiations, supported by US President Barack Obama, by the President of the EU Commission José Manuel Barroso and by German Chancellor Angela Merkel, provides a unique opportunity for a comprehensive transatlantic agreement. The TTIP would not only boost the transatlantic economy. Moreover, it would strengthen the political and strategic partnership between the US and Europe, and it would advance the world trading system. In order to overcome the obstacles of the past, a strong commitment by political decision makers as well as by the business community is necessary. The German Industry will continue to support this project and be actively and constructively engaged during TTIP negotiations. ■

About the Authors



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Indiana

by Jasmin Welter, GACC

We are in Indiana, the Crossroads of America. Indiana is a classic Midwestern state: It features a diversified industry landscape with a focus on manufacturing and machinery, as well as a robust automotive industry, where suppliers are located close to U.S. automakers, the Japanese plants throughout Ohio and Indiana, as well as the German OEMs of the “German triangle.” Through a combination of its diverse assets, the state continues to grow and flourish, which does not go unnoticed in the international investment community.

From South Bend in the north through Indianapolis – the capital located in the heart of the state – to

Evansville in the south, every corner of the state seems to have profited from the general upward trend in foreign direct investment flowing into the US. True to its state slogan, “Restart Your Engines,” Indiana is redefining itself and keeps developing dynamically.

Even though they might be an innate part of the state’s identity, Indiana is more than the Indy 500 – ‘The Greatest Spectacle in Racing’ – and successful college sports. The land of basketball and auto racing has channeled its competitive nature into business. This is particularly true for the state’s strong medical industry, with the world’s leading cluster for orthopedics. Through the Warsaw Cluster, one county alone generates nearly one-third of the world’s orthopedic sales volume, making it one of the most concentrated centers of economic activity in the United States.¹

With business-friendly legislation in place, the Hoosier State is one of the most sought after places for business in the country. One of the most important manufacturing regions, Indiana continues to attract manufacturing companies, which find the infrastructure, resources, and skilled workforce they need for growing their business in the state. A recent publication by the Bureau of Economic Analysis for 2012



The Children's Museum of Indianapolis

found Indiana at the top of the nation when it comes to the percentage of state GDP derived from manufacturing.²

With a special focus on economic development initiatives, the Hoosier State could establish itself as a low-cost place for companies to invest and conduct business – and eventually add jobs. German subsidiaries alone are responsible for the creation of 12,500 jobs within the Indiana economy, amongst them Robert Bosch, Freudenberg & Co., Siemens, ThyssenKrupp, and Zentis, all of which have had production sites in Indiana for years.

1. <http://orthoworxindiana.com/newsletters/Orthopedics%20Report.pdf>

2. Bureau of Economic Analysis for 2012

3. http://www.germany.info/Vertretung/usa/en/_pr/P__Wash/2013/07/11-Ammon-Indiana.html

INDIANA

Capital: Indianapolis

Population: 6,537,334

Size: 36,418 sq mi

Building a skilled workforce has recently been a priority on the political agenda in Indiana. At the invitation of the State of Indiana, German ambassador Dr. Peter Ammon met with Senator and former US Ambassador to Germany Dan Coats, Indiana Governor Mike Pence, Ivy Tech President Tom Snyder, and GACC Midwest Vice President Mark Tomkins to present the Skills Initiative at a high-ranking forum in Indianapolis. “We look to Germany and its effective dual system as a gold standard for inspiration,” said Governor Pence, and reiterated his goal: “To make Indiana a shining example of a state that works.”³

The fact that Indiana is indeed a ‘state that works’ is not only emphasized through excellent rankings in site selection surveys, but also by a strong GDP: The US Bureau of Economic Analysis states that Indiana’s Gross Domestic Product grew 3.3

percent in 2012, compared to the national rate of 2.5 percent – the 8th highest growth in the country and a clear sign of existing investment opportunities throughout the

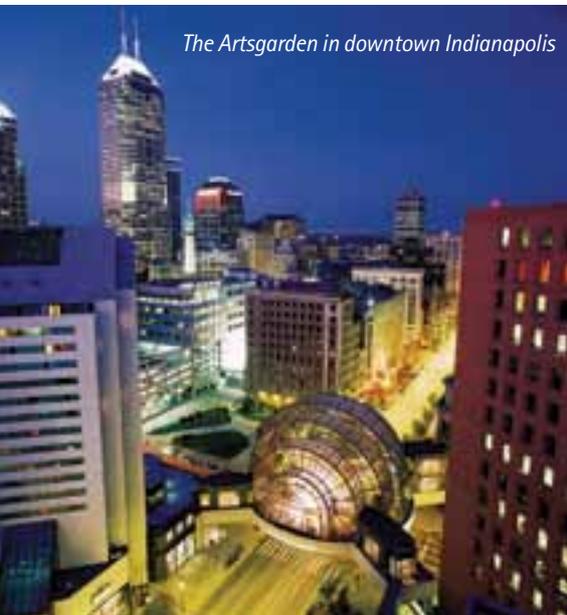
state. From a transatlantic perspective, German businesses have jumped on to the investment bandwagon in Indiana, not only to profit from the state’s highly



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German Companies in Indiana

Abresist Kalenborn Corporation	Urbana	Iwis Drive Systems, LLC	Indianapolis
AI-Ko Kober Corp.	Elkhart	Jason Finishing Group	
American Renolit Corporation	Laporte	Osborn Engineered Products	Richmond
Bollhoff Rivnut, Inc.	Kendallville	Kaltenbach, Inc.	Columbus
David R. Webb Co., Inc.	Edinburgh	Knauf Insulation	Shelbyville
Deufol Sunman Inc.	Sunman	Ktr Corporation	Michigan City
Ehrmann USA, LLC	Mishawaka	Kvk U.S. Technologies, Inc.	Connersville
Eimeldingen Technologies Inc.	Indianapolis	Modernfold, Inc.	Greenfield
Elmotec Statomat, Inc.	Fort Wayne	Renk Labeco Test Systems Corporation	Mooreville
Eubama USA, Inc.	Elkhart	Thyssenkrupp Presta Terre Haute, LLC	Terre Haute
Fan Separator, Inc.	Michigan City	Voss Automotive, Inc.	Fort Wayne
Festool USA	Lebanon	Zentis North America	Plymouth
Index Corporation	Noblesville		



The Artsgarden in downtown Indianapolis

competitive tax structure and the low costs for industrial electricity. Indiana also features infrastructure and logistics characteristics that are essential for a state in the American heartland – outstanding interstate highway access, three international airports, a strong rail system, and three marine ports on Lake Michigan and the Ohio River.

Indiana and its businesses are also putting more and more emphasis on energy efficiency, and the state boasts a fast-growing wind industry. As a matter of fact, Indianapolis International Airport is one of the world’s most

environmentally friendly. Over 90% of the materials used for its construction came from within a 500 miles-radius.

But the Great Lakes State also convinces with its scenic landscape, featuring 24 state parks, nine man-made reservoirs, and hundreds of lakes. Numerous outdoor activities, fairs, and festivals invite visitors to exploit the diverse opportunities offered by the different regions within the state – the Great Lakes Plain in the north, the Tipton Till Plain in the center, and the Southern Hills and Lowlands region in the south. ■

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Communication Matters

By Karin Kearns, Nations Partners

We at Nations Partners are a dynamic German-American team of trainers, coaches, performers, psychologists and business professionals. We believe that conscious communication is at the root of all true success. It defines us as leaders, determines our values as individuals and facilitates growth and stability in our companies.

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– Max Planck

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First Paulaner Brewery Opens its Doors in the U.S.

By Ning Wang, GACC

Well-established hotelier Rudolf Tauscher takes helm at new brewery in New York City, partnering with nearly 380-year-old Munich brand Paulaner

President Obama brews his own White House Honey Ale and invested in a home brewing kit. He shared his recipe with the public online when buzz was spreading. In the U.S. over 2,360 craft breweries are currently operational and growth of the craft brewing industry in 2012 was 15% by volume and 17% by dollars, according to the Brewers Association. Thanks to these facts, the number of brewpubs in the U.S. is higher than ever before, seeing its third straight year of growth and with room for more.

Carry On The Family Tradition

At about the same time as President Obama started his microbrewery in the Capitol, Rudolf Tauscher, a business entrepreneur from Germany who had helped to establish the Mandarin Oriental and the Trump International Hotel & Tower, both in New York, went back to his family roots and dove into the art of brewing. The brewery his family runs in Bavaria, Germany, dates back to the 1800s. With the profound knowledge of the hops and barley business, Tauscher now extends his know-how into his own brewery venture: The Paulaner Brauhaus & Restaurant in New York.

Fresh Impulse From Across the Atlantic

Tauscher signed a 15-year lease for a 11,000 ft² area in the Lower

East Side location known as The Bowery. Copper tanks weighing more than 12 tons and over ten feet in height were shipped across the Atlantic earlier this year. Designed by Caspary, the world-famous German experts for brewery equipment, the gigantic tanks are set to produce 1,000 liters of beer per day. Last year, the average American drank about 300 beers per year – thus increasing not only demand but also diversity and competition within the beer industry. Rudy Tauscher sees his advantage precisely in ensuring that the beer tapped in New York will have the original, full-bodied flavor according to the German beer purity requirements established in 1516, the so-called “Reinheitsgebot”, allowing only four ingredients: water, hops, barley and yeast.

\$5 Million Investment

As the economic engine of beer is contributing more than \$246 billion to the U.S. economy (source: Beer Institute), the investment Rudy Tauscher has made was substantial. He has also won investors from Germany, while Paulaner provides the brewing equipment. Brew master Andreas Heidenreich will handcraft authentic Paulaner beers using recipes that date back to the first Paulaner brewery founded in 1634 by Bavarian monks – and you will definitely not find them on the Internet like President Obama’s White House recipe. ■



GACC Interview with Rudy Tauscher, President and Founder of Paulaner Brauhaus & Restaurant NYC:



GAT: When did you first decide to open a brewery in New York and why?

Rudy Tauscher (RT): My wish or dream to open a small brewery goes back to 2000. I always wanted to do something different and the option of opening and owning a small brewery in New York was a fascinating thought to me. At an early point I had recognized that the 'next' beverage to break out of the old and traditional mold would be handcrafted beer from microbreweries, long after the white wine and vodka waves of the 1990s.

Over the years my wishes developed into a strategy and I looked for partners and supporters. In 2010, I met with Paulaner's Managing Director Juergen Schenk and we discussed the options and opportunities at hand. There was immediate consensus, we hit the right cord and began working on the Paulaner Brauhaus New York project one month after our first conversation. At the same time I met with investors and partners and from there on things seemed to follow a logical course.

GAT: Is the U.S. beer market saturated with imported beer? How do you explain the microbrewery hype over the past years?

RT: If a company offers a great product, a market is never saturated; in my opinion there might be what we call 'market maturity' but

new ideas and tastes shape and challenge current situations and behaviors. I always thought of beer as a 'local beverage' and noticed that there is a trend towards smaller breweries, microbreweries and handcrafted beers due to the fact that consumers want choices. And all that created this new development of smaller breweries. It is a response to more variety and better products.

For a while now, large beer brewers in the U.S. have had this trend towards an 'industrial' approach, treating beer almost like a commodity, and shifting away from a product strategy. This in turn created the opportunity for niche markets.

GAT: Where do you see the Brauhaus in a few years? Will demand increase in other parts of the U.S., giving opportunities to franchise the Paulaner brand?

RT: We have not franchised the Paulaner brand in the U.S. but instead have a licensing agreement. A licensing agreement gives Paulaner and us more flexibility to adapt to the U.S. market. For example, I see opportunities in any large U.S. city, or for that matter in places that have a significant German heritage. In college I learned that in the early 19th century almost one third of the U.S. population had some German origin, making it a fairly large demographic profile. ■

About Paulaner

Paulaner Brauerei was founded by monks in 1634. Originally, the friars brewed beer exclusively for their own use. The company's headquarters is still and has always been in Munich. The company has a staff of roughly 670 employees. With over 2.9 million hectoliters of brewed beer, the Paulaner Brewery Group is a market leader in Germany and in the world.

14 Paulaner brewpubs have already been established in other countries heralding Bavarian beer brewing culture and tradition.



Rudy Tauscher, Founder/President of Paulaner Brauhaus NYC & Master Brewer Andreas Heidenreich (left to right)

Contact Information:

Paulaner Brauhaus' First U.S. Micro-brewery & Restaurant

Featuring locally hand-crafted beers and modern Bavarian cuisine

265/267 Bowery
(between Houston and Stanton streets)

New York, NY 10002

Alpenflüstern

Throwing Light on Germany's Traditional Dress "Dirndl"



The "Dirndl" is a traditional dress or costume for women and very popular in Bavaria and Austria. It is worn to business appointments, birthday invitations or, of course, for a visit to the Oktoberfest.

What is a Dirndl?

The Dirndl is a colorful costume which has a top with a square or round, low-cut neckline, a wide skirt attached high at the waist, the length of it changing with fashion, and an apron in a matching color. You can buy a dirndl in a variety of colors and fabrics. Dirndls are often made of cotton, lace or linen. Today Dirndls are sold in different lengths with a mini, a midi or a long skirt. Traditional Dirndls have a "Gschnürr" at the top. That is a silver necklace decorated with different pendants. Dirndls are often worn with an underskirt. For traditional costumes details are very important. These are embroidery, appliqués and jewelry.

A woman looks always good and dressed appropriately in a well-tailored Dirndl. Also for women wearing bigger sizes a Dirndl is a good choice. It conceals problem zones at the belly, the legs and buttocks. It directs the looks to the cleavage and gives you a nice waist. For accessories you can wear typical jewelry, a scarf is almost a must, and a handbag in traditional fashion. A matching hair-do and the right shoes complete the charming impression.

Hair is often braided; adult women also wear this style.

Traditionally the Dirndl's apron has a specific meaning. It is worn around the hip and it should not only protect the skirt against dirt, but the way it is bound gives information about the status of the wearer. Depending on the side the apron is bound, a man can easily see if the woman is engaged or still free. The apron's bow on the right side means the woman is engaged, for another man there is no use trying to get her attention. A bow on the left side means that the lady is still free. A bow worn in the middle meant traditionally that the woman is still a virgin. If the apron is bound on the back, the woman is a widow. But that is tradition, today you should not believe too much in it.

Things you should not do wearing a Dirndl:

Do not use too many colors. The Dirndl should not be too low cut and its top should not be too small, neither should it look pressed. Do not buy a Dirndl in a size too big for you, it has to fit. For formal appointments do not wear the Dirndl without a blouse and with a skirt that is too short. It should be midi size at the least and the underskirt must not be too long.

About Alpenflüstern:

The brand Alpenflüstern (meaning whispering of the Alps) combines



ALPENFLÜSTERN

Alpiner Style aus Leidenschaft

tradition with modern trends. The results are traditional Bavarian collections for women and men, which represent the special alpine lifestyle.

The family-owned manufacture is situated only a stone's throw away from empress Sissi's palace Possenhofen at the Lake Starnberg, in the heart of the Bavarian five-lakes-area. Conscious of the tradition and connected to its roots Alpenflüstern's designers interpret the products in a modern way with much attention to details.

What makes Alpenflüstern so unique are the traditional elements interpreted in a modern way, so they can be worn in everyday life even far away from their origin. The product collection, which is sold directly in the US as well, ranges from traditional fashion over accessories to alpine inspired jewelry. ■

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**Alpenflüstern -
Genuine Alpine Lifestyle**

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Corporates & Markets

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		<p>September 10 Knowledge Exchange: Updates on Immigration Law with Fragomen</p> <p>Held by GACC Midwest Chicago, IL www.gaccmidwest.org</p>	<p>September 10 German American Business Roundtable</p> <p>Held by GACC South Houston, TX www.gaccsouth.com</p>	<p>September 12 German Innovation Showcase</p> <p>Held by GACC NY New York, NY www.gaccny.com</p>	<p>September 17 New Members Reception</p> <p>Held by GACC Midwest Chicago, IL www.gaccmidwest.org</p>
<p>September 18 2nd GACC South Kompass Series</p> <p>Held by GACC South Houston, TX www.gaccsouth.com</p>		<p>September 18 International Business Networking</p> <p>Held by GACC Midwest Chicago, IL www.gaccmidwest.org</p>	<p>September 19 New Member Reception</p> <p>Held by GACC NY New York, NY www.gaccny.com</p>	<p>September 24 German American Business Stammtisch</p> <p>Held by GACC South Houston, TX www.gaccsouth.com</p>	<p>September 26 Breakfast w/... Stefanie Jehlitschka</p> <p>Held by GACC South Atlanta, GA www.gaccsouth.com</p>
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<p>October 8 German-American Smart Buildings Symposium</p> <p>Held by GACC NY Bridgeport, CT www.gaccny.com</p>	<p>October 9 Ethics and the Use of Technology by Lawyers</p> <p>Held by GACC NY New York, NY www.gaccny.com</p>	<p>October 10 Annual EACC Fall Networking Boatcruise</p> <p>Held by GACC NY New York, NY www.gaccny.com</p>	<p>October 15 "After Hours" Networking with Porsche Consulting, Inc.</p> <p>Held by GACC South Atlanta, GA www.gaccsouth.com</p>	<p>October 16 International Business Networking</p> <p>Held by GACC Midwest Chicago, IL www.gaccmidwest.org</p>	<p>October 17 Business Seminar with Rödl Langford de Kock LLP</p> <p>Held by GACC South Atlanta, GA www.gaccsouth.com</p>
<p>October 17 Oktoberfest</p> <p>Held by GACC West San Francisco, CA www.gaccwest.com</p>		<p>October 17 Knowledge Exchange: Updates on Tax with Rödl & Partner</p> <p>Held by GACC Midwest Chicago, IL www.gaccmidwest.org</p>	<p>October 26-31 Innovation Seminars: Energy Efficiency in Municipal Water Infrastructure</p> <p>Held by GACC Midwest Universities in the Midwest www.gaccmidwest.org</p>	<p>October 28 UN Procurement Seminar 2013</p> <p>Held by GACC NY New York, NY www.gaccny.com</p>	<p>October 29 European-American Economic Forum</p> <p>Held by GACC NY New York, NY www.gaccny.com</p>

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