

# GERMAN AMERICAN TRADE

NOV/DEC 2014

**Lebkuchen Uber Alles  
MostlyChocolate.com Expands U.S. Sales**

**GACC West 10th Anniversary –  
A Decade of Transatlantic Trade and Relations**



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**D**ear Members & Friends of the German American Chambers of Commerce,

As 2014 is coming to an end, we can look back upon a thoroughly successful year for the U.S. economy. Unemployment is at a 14-year low, while the U.S. economy has added jobs for 55 consecutive months. The budget deficit has fallen significantly and interest rates are at a constant low level. German companies have been profiting from this friendly business climate. Recently, companies such as Siemens, SAP, Bayer, and Infineon have been spending more than \$65 billion on acquisitions of American firms. In addition, of all the American companies receiving foreign bids this year, a fifth were from German buyers, and of all the cross-border takeovers worldwide led by German firms, 60% were for American firms.

In addition to the good economic news, the German American Chamber of Commerce West, located in San Francisco, has reason to celebrate. On October 21st, members of the German American Chamber of Commerce New York and other representatives of the Bay Area business community gathered to celebrate its 10 year anniversary. For ten years the GACC West has served as a facilitator for transatlantic trade on the West Coast and as the most important point of contact for German companies invested in this region. The western states play a vital role for the U.S. economy, significantly contributing to the



*Carol H. Neubauer  
Chairman of the German American  
Chamber of Commerce, New York  
Chairman & CEO of B.Braun  
of America Inc.*

national GDP. California and the San Francisco Bay Area in specific are nationwide leaders in sectors like high technology, renewable energy, and venture capital.

Therefore, the GACC New York's decision to open a branch office in San Francisco a decade ago was an important step in accessing untapped business potential and enhancing transatlantic ties.

Sincerely,

Carol H. Neubauer,  
Chairman of the German American  
Chamber of Commerce, New York

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## MERGERS &amp; ACQUISITIONS

**Germany's Lehmann & Voss Buys U.S.-Based Performance Compounding**

German compounding firm Lehmann & Voss & Co. KG has acquired Performance Compounding LLC for an undisclosed price. Performance is based in Pawcatuck, Conn., where Hamburg-based L&V has its U.S. office. Performance makes compounds based on engineering resins and fluoropolymers for both custom and contract markets.

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

**Henkel CEO Turns M&A Chest to Adhesives with U.S. Bergquist Deal**

Henkel AG, the maker of Loctite glue and Persil detergent, agreed

to buy Bergquist Co. as Chief Executive Officer Kasper Rorsted turns his takeover funds to adhesives after spending 1.2 billion euros (\$1.5 billion) on household and personal-care brands this year. Buying the Chanhassen, Minnesota-based company adds Bergquist's range of adhesives and materials for managing heat in electronics, generating 130 million euros in sales a year, Düsseldorf, Germany-based Henkel said in a statement. Financial terms of the purchase were not disclosed.

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

**SAP Buys Expenses Software Maker Concur for \$7.3 Billion**

Germany's SAP has agreed to buy U.S. expenses software maker Concur for \$7.3 billion in cash,

strengthening its position in cloud computing but sending its shares down almost 3 percent on concerns over the price. SAP has been slow to embrace cloud computing, which allows businesses to cut costs by ditching bulky servers for network-based systems, but the Concur deal accelerates its growth in the cloud while protecting its position in travel and expenses management.

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

**Merck KGaA to Buy Sigma-Aldrich to Add Chemicals**

Merck KGaA agreed to buy Sigma-Aldrich Corp. for \$17 billion in cash to expand in chemicals used in research laboratories and medicines. The German drug and chemical company will pay \$140 a share, 37 percent more than Sigma-Aldrich's



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



closing price on Sept. 19, Darmstadt-based Merck said in a statement. St. Louis-based Sigma-Aldrich will add to Merck's earnings immediately, according to the statement.

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

### **Bagel Maker Einstein Noah Sold to German Firm for \$374 Million**

The Einstein Noah Restaurant Group, whose bagel shops include Einstein Brothers Bagels, Noah's New York Bagels and Manhattan Bagel, said that it would sell itself to JAB Holding Company, a German conglomerate formerly called Joh. A. Benckiser, for about \$374 million. The price of \$20.25 a share in cash represents a 47 percent premium over Einstein Noah's 30-day average trading price, the company said.

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

### **Bluebeam Acquired for \$100 Million**

Bluebeam Software Inc., a PDF solutions provider for the architecture, engineering and construction industries, has been acquired by Nemetschek Group for \$100 million. Both companies work to eliminate paper usage by helping businesses digitize project documents. The acquisition expands Nemetschek's North American reach, while Bluebeam will gain access to the German software firm's European and Asian markets.

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

## **MARKET ENTRIES & RELOCATIONS**

### **German Company Schütz Container Systems will Open in St. Joseph (MO)**

German company Schütz Container Systems Inc. is establishing a new operation in St. Joseph that eventually will employ about 50 people. The St. Joseph Chamber of Com-

merce announced that the German packaging company has bought a shell building and more than 13 acres of land and will invest about \$20 million in the operation. Workers at the facility will make packages for the agriculture, chemical and food-related industries. Chamber CEO Patt Lilly said the workers are expected to be new hires.

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

### **German Manufacturing Company Hugo Benzing to Open First U.S. Location in Lyon (MI)**

A German manufacturing company plans to open a \$4.7 million automotive parts production company in Lyon Township next year. Initially the company is expected to hire some 40 people, Hugo Benzing CEO Christian Benzing said. The company produces locking parts, wire forms and precision punched parts, and is expected to begin production "in the second half" of 2015.

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

### **Rovema GmbH Launches North American Subsidiary**

Rovema GmbH, Germany-based provider of packaging machinery for the food industry including the bakery, confectionary, snack and frozen foods sectors, has announced the cessation of its ongoing partnership with Rovema Packaging Machines L.P. and the opening of a 27,000-sq-ft facility in Norcross, GA; food equipment packaging veteran John Panaseney was appointed as first CEO of Rovema North America.

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

### **A. Lange & Söhne Arrives in New York City**

It's an A. Lange & Söhne whirlwind in Watch Land. The German watchmaker recently opened boutiques in New York City (785 Madison Avenue) and Moscow, releasing a new

boutique-exclusive Richard Lange Tourbillon "Pour le Mérite" watch in NYC. Additionally the brand celebrates 20 years since its post-Cold War rebirth and has announced limited edition sets of Lange 1 watches to mark the occasion.

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

### **Zubie Expands Technology to Germany**

Zubie has expanded from its Sullivan's Island office with an international launch to Germany. The connected-car service partnered with Telefonica, a Madrid-based global telecommunications company, to offer its proprietary technology in Germany as an O2 Car Connection product. The partnership allows Zubie's technology to be sold

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under the O2 brand to its wireless customers in Germany starting in October 2014.

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

## INVESTMENTS & EXPANSIONS

### 24 New Jobs, \$6 Million Investment Expected as Company Opens New Independence (KY) Headquarters

Governor Steve Beshear joined local and company officials to celebrate the opening of Balluff Inc.'s new U.S. headquarters building in Independence. Balluff, a world leader in sensor technology, expects to add 24 new jobs and invest \$6 million as part of the expansion. "Balluff has

found a successful home in northern Kentucky for more than 30 years," said Gov. Beshear. "We're proud to have the company's U.S. headquarters in the Commonwealth. More and more companies are discovering that Kentucky is a great place to establish businesses of all sizes."

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

### Ticketmaster Expands German Operations, Partners with Mehr! Entertainment Group & Eintrittskarten.de

Ticketmaster Germany has announced a new partnership with the Düsseldorf-based Mehr! Entertainment Group and Eintrittskarten.de that will expand its retail ticketing and marketing solutions to the

companies' more than 2,500 events and six venues each year. Mehr! Entertainment Group and Eintrittskarten.de's venues include Capitol Theater Düsseldorf, Cologne Musical Dome, Admiralspalast Berlin, Musical Theater Bremen, Starlight Express-Theater Bochum and the newly built Mehr! Theater Hamburg.

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

### Oracle To Build New Data Centers In Germany

Oracle is planning to open two new data centers in Germany to meet customer requirements for cloud security and privacy, said Loic Le Guisquet, Oracle executive vice president for the EMEA region. One of those data centers will be located in

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## RIGHT IN THE CENTER – THE GREEN HEART OF BERLIN



### STEIGENBERGER HOTEL AM KANZLERAMT BERLIN

The Steigenberger Hotel Am Kanzleramt opened on May 1st and has its name from its view of the Federal Chancellery and the Reichstag building. The new hotel in the centre of Berlin near the main station offers high-class comfort and is ideal for business travellers and city tourists. Restaurant and bar cater to almost every taste. In the fitness and wellness area you enjoy a magnificent view. Jogging and walking are possible along the Spreebogen, the bend in the river, with the Federal Press Beach and can be extended without any problem to the Brandenburg Gate. With local public transport you can quickly and easily reach further highlights of the city.

Steigenberger Hotel Am Kanzleramt  
Ella-Trebe-Strasse 5, 10557 Berlin  
[www.kanzleramt-berlin.steigenberger.com](http://www.kanzleramt-berlin.steigenberger.com)





Frankfurt and the other in Munich. "This is a response to the very strong demand in Germany for this type of service as well as to customer questions surrounding security and proximity," said Le Guisquet. "I want to make sure we are able to respond to that level of demand."

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

### **Axel Springer Invests \$20 Million Into Online Magazine OZY**

Axel Springer announced that it has invested \$20 million into the Silicon Valley-based online magazine OZY. The publication that covers stories on news and culture was founded in 2013 by Carlos Watson, a former MSNBC anchor. OZY's aim is to bring readers "news and information in a completely different way."

>> [www.venturevillage.eu](http://www.venturevillage.eu)

### **\$7 Million A Round for C&As and Primark Challenger Lesara**

German online retailer Lesara announced a \$7 million Series A lead by U.S. investors Mangrove Capital from Luxemburg. U.S.-based Funderguild, Fabrice Grinda and previous investors including Partech Ventures, KupaVP founder Oskar Hartmann, Marafoni founder Sina Afra and others joined the round. Founded in 2013, serial entrepreneur Roman Kirsch wants to make Lesara the largest pan-European online budget retailer. The team has grown to now 60 employees.

>> [www.venturevillage.eu](http://www.venturevillage.eu)

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## Life after QE

Quantitative Easing ("QE") in the U.S. is over. Almost exactly six years after announcing the first long-term asset purchases – on November 25, 2008 – and left with a USD 4.5 trillion balance sheet, the Federal Reserve has decided that now is the time to stop. This is reason enough to have both a look back and ahead. What good did QE do, and how will the economy and financial markets cope without it?

First, the view in the rear view mirror. There can be no doubt, in my view, that the first round of asset purchases ("QE1"), in combination with the short-term liquidity programs, was crucial to halt panic in financial markets after the bankruptcy of Lehman Brothers. In line with my assessment, various measures of financial stress declined significantly right after QE1 was announced. And not long thereafter, the current stock market rally began. The benefit of the subsequent programs, QE2 (November 2010 – August 2011), Operation Twist (September 2011 – December 2012), and QE3 (January 2013 – now), on the other hand, is less obvious. I think the Fed initiated them mostly as pre-emptive measures to insure against potential downside risk. As these downside risks – thankfully – have never materialized, it is hard to appreciate the role of the latest asset purchase programs. I personally have been skeptical about the benefits of QE2 and QE3, but from a risk-management perspective, the Fed might have been right to provide additional stimulus.



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What about the future? Thanks to the gradual reduction of the asset purchases ("tapering"), we already got a sense of how well financial markets will fare without the monthly liquidity injections. The answer is: not too bad. 10Y Treasury yields are currently 50 to 75bp lower than they were five years ago. And as long as the Fed does not start to sell the assets that it accumulated over the past five years – which is not planned for the foreseeable future – most of the yield impact is here to stay. To be sure, we expect yields to go up in the coming months, but that is due to changed market expectations about rate hikes, not due to the end of QE. And as long as interest rates, both on the short and the long end, go up for the right reason, read: a better economy, stock markets should also be able to weather the increases. In that context it is worth to remind ourselves that over the past 25 years, the S&P500 reached its peak when the rate hike cycle was over, not when it started. ■

# Lebkuchen Uber Alles

## MostlyChocolate.com Expands U.S. Sales

By Laurel Bookhardt



*Robert Valois surveys cookie inventory at a warehouse in Charlotte, NC.*

**W**hen Robert Valois launched MostlyChocolate.com in 2008, he coupled mail order offerings of international, gourmet chocolates with Lebkuchen assortments. The German gingerbread and holiday cookies were enormously popular. MostlyChocolate.com quickly established itself as the largest distributor of Lebkuchen-Schmidt products in the U.S. Today, Lebkuchen sales account for 80% of the company's business.

Two years ago, MostlyChocolate.com entered into a marketing partnership with Lebkuchen-Schmidt to gain visibility in the U.S. corporate gift market. "From our first orders, we've seen German-American companies embrace the option of sharing a gift that represents their heritage with their clients and employees," Valois explains. Although individual orders by German-Americans remain the mainstay, increased orders of Lebkuchen as corporate gifts account for the largest growth sector.

Brigitte Hartenstein has fond childhood memories of her family enjoying Lebkuchen during the holidays in Dusseldorf. Hartenstein, CFO of STEAG Energy Services LLC of Kings Mountain, NC, became one of the first corporate clients of Lebkuchen from MostlyChocolate.com. "I order

first for myself. Next, I order Lebkuchen and liquor-filled German chocolates for family Christmas gifts. Then I select Lebkuchen assortments for our premiere clients." This will be the fifth year STEAG will send Lebkuchen with a personalized holiday card to a select list of customers. "Our clients know to look forward each year to the new historic tin design and the nostalgic cookies. It's become a STEAG tradition."

Hartenstein notes the huge uncertainties involved when ordering merchandise from Germany. "Not only is there an increased cost of shipping, there's always a concern of when products will arrive and in what condition. I ordered German calendars as Christmas mementos one year. They arrived the following March." This is precisely why Lebkuchen-Schmidt advocates for U.S. companies like STEAG to order through MostlyChocolate.com. STEAG is located in neighboring Kings Mountain, NC. "When I place my holiday order, the Lebkuchen tins usually arrive within 2-3 days," Hartenstein explains.

50,000 MostlyChocolate.com catalogs were released on September 24, 2014. Reservations began immediately for the much anticipated 2014 Festive Chest, the Old Nuremberg Chest, and other favorite Lebkuchen tins and gift baskets. "We do our best to anticipate what our





"We've seen German-American companies embrace the option of sharing a gift that represents their heritage with their clients and employees."

**Robert Valois, MostlyChocolate.com**

customers will order," Valois assures. "Most corporate orders fall in the \$30 to \$60 price category, so we've increased inventory in this price range." As orders from corporate clients have increased, so have services. Today, many companies provide a list of addresses for shipment with a target ship date. The Mostly Chocolate staff write notes by hand and ship the cookie assortments to lists of individuals direct from the warehouse.

### **A Sweet Partnership**

As part of the marketing partnership, Lebkuchen-Schmidt ships samples to

Mostly Chocolate for distribution to prospective clients and at German-American functions and benefits. In 2013, Lebkuchen-Schmidt sent 12,000 sample cookies from Nuremberg to MostlyChocolate.com. Cookie samples have made their way to white asparagus dinners in Texas, Carolina Oktoberfests, and events hosted by the German Language and Culture Association. In May, company representatives gave attendees Lebkuchen at the Merlin Awards Gala in Chicago, where Mostly Chocolate was a nominee in the Best Small Business category. This fall, MostlyChocolate.com was a sponsor

of TEASE, the Transatlantic Exhibition of Art in the Southeast. Lebkuchen-Schmidt cements the partnership by joining Valois at premier U.S. events like the fall 2014 Administrative Professionals Conference (APC) near Washington, DC.

MostlyChocolate.com conducts 99% of sales online or by mail which pairs well with Lebkuchen-Schmidt's business model. With over 80 years in business, Lebkuchen-Schmidt is the oldest mail order company for



*2014 Lebkuchen-Schmidt Festive Chest*

Lebkuchen. In 1930, Lebkuchen-Schmidt employed 150 workers and produced 35,000 Lebkuchen packets. Today, 800 employees are on staff during Lebkuchen season, with 3 million Lebkuchen cookies baked each day.



Lebkuchen-Schmidt ships worldwide. The U.S. ranks first in gross sales. “We’ve seen U.S. sales revenue rise since entering the partnership with Mostly Chocolate,” states Jürgen Merkel, Export Manager, Lebkuchen-Schmidt. Orders increased from 2 container shipments in 2012 to 3 in 2013. “Our long-term goal is to improve sales and brand awareness. We’re already seeing positive results from our investment,” Merkel confirms. With shipments to all 50 states, overall revenue has also grown steadily for Mostly Chocolate at an average of 13% annually for the past 3 years. Interestingly, the state of California leads U.S. sales.

### Family and Community Spirit

The success of MostlyChocolate.com has been built on the shoulders of two pioneers in the German-U.S. food distribution business. Peter Nelson began importing Asbach and other liquor-filled chocolates about 20 years ago. He built a thriving consumer chocolate division. About the same time, Heinrich Friedmann began importing Lebkuchen cookies into the U.S. Friedmann became the founder of German Food Specialties.

By 2010, Peter Nelson passed away and Friedmann was ready to sell. In

the heart of the recession, Valois listened to his gut and purchased the two gourmet import companies. “No banks were giving loans during those tough economic times. I was forced to use my own capital to launch MostlyChocolate.com,” Valois recalled. Valois’ great-grandfather emigrated from Germany in 1876, becoming a mailman in New York City. With the same independent spirit, Valois launched his first solo business venture.

Like Schmidt, Mostly Chocolate is truly a family-owned and -managed business. “My teenagers have regularly participated in rechecking orders and helping in the warehouse. My wife makes all the big decisions,” Valois confides with a wink. Valois received his formal education at the University of Central Florida, after receiving his hands-on life training as a U.S. Marine. “We give to Wounded Warriors,” Valois adds that he tries to hire veterans. “I recently had a position to fill. A U.S. veteran had an outstanding resume and took the job.”

As part of his corporate marketing strategy, Valois has partnered with the German Chambers across the country. He is a very active member of GACC South. “Bob generously donates Lebkuchen for GACC South meetings and events,” says Katharina Wilke, GACC South Membership and Events Coordinator of the Carolinas. Valois joined the organization at the Executive membership level, with the opportunity to host an “After Hours” networking event.

On November 19th, from 5:00pm to 8:00pm, Mostly Chocolate will treat GACC South members of the Carolinas and guests to a traditional German Christmas Market at their warehouse in Charlotte, NC. Attendees will enjoy festive music, a tour, Lebkuchen and chocolate tastings, as well as holiday cheer. The 2014 Lebkuchen tins will be on display in front of 80 pallets of Lebkuchen and chocolates. Wilke reminds members that advanced registration is required. About 1,000 invitations will be issued and sign up begins a month in advance.

With the advent of the partnership with Lebkuchen-Schmidt, Valois has been able to have a regular presence in many key U.S. cities. “Over the past two years, Mostly Chocolate has been a consistent and generous supporter of not only the German business community, but also the German cultural community in the Philadelphia region,” affirms Lindi von Mutius, Executive Director of the GACC Philadelphia. “Lebkuchen is always a crowd favorite at our Spargel Fest and Golf Outing, and Mostly Chocolate even hosted a special beer and chocolate tasting event we held with the German Society of Pennsylvania in September 2013,” she adds.

Last year, Mostly Chocolate also became a sponsor for German language scholarships at the Immanuel German School. “It’s no wonder that Mostly Chocolate has dominated Lebkuchen sales in the





Philadelphia region,” von Mutius notes. “Very few fine food retailers show such a great level of commitment to furthering German culture and the German business community.”

### The Challenges of a Seasonal Business

Lebkuchen is baked and packaged in Nuremburg each August. In 2013, seventy-five pallets of Lebkuchen were shipped to MostlyChocolate.com’s 17,000 square foot warehouse in Charlotte, NC. Perishables are kept at optimum temperatures from the moment they leave the factory as shipping containers and the warehouse are temperature controlled. Lebkuchen shipments arrive in September, October and November to align with historic ordering trends. Many tins have been ordered in advance, even before they leave the motherland.

“MostlyChocolate.com is an 8-months-out-of-the-year business with 12 months of expenses,” Valois asserts. “I have a great staff and they build relationships with our customers. Many customers call and ask to speak to the same representative year after year. We try to keep our staff intact.”

In addition to the famous Lebkuchen, Mostly Chocolate imports from Asbach, Reber, and a full spectrum of other imported fine food specialty companies. Currently, the chocolate and specialty sales season parallels the sales cycle



Robert Valois, MostlyChocolate.com

of Lebkuchen. This allows time for travel to promote brand awareness, updates to the website, catalog review and planning, as well as sales analysis and forecasting.

Valois is investigating innovative ways to move from seasonal sales to continuous, 12-month revenue generation. With growing frequency, Valois has tracked chocolate orders for company meetings and corporate functions. “Chocolates can be ordered year round. We’re looking into ways to extend sales of our extensive line of imported chocolates into the off-season,” Valois comments. “I’m also considering buying additional companies to fill holes in our business model.”

Other challenges of his import

business experiences are daily fluctuations in exchange rates, rising shipping costs, timing of sales of perishable products, and keeping products affordable for customers. Repeat business is the mainstay of sales. “Top priority is keeping our customers happy,” Valois affirms. “Being accurate forecasters is crucial. It ensures that we have the items our customers want immediately available. It’s this dependability that keeps customers phoning and ordering online. But the back end of the order is equally important.” Valois assures, “We double and triple check all orders for accuracy before shipping. There’s no room for error. Every time we fulfill an order, our reputation is on the line.” ■



# Vice Chancellor Sigmar Gabriel Opens German Accelerator New York City

By Jan Vater, GACC

**T**he reception desk at the “Urban Future Lab” in Brooklyn, New York, is usually not this crowded. Name tags were quickly handed over to the numerous guests who kept filling the office on the 19th floor of 15 Metro Tech Center. Men in dark suits and ear pieces screened the surroundings, while caterers set up the buffet, lights and sound were checked again and again, and chairs were set up in the conference room. Meanwhile, in the back of the tech incubator office, it was business as usual. The young entrepreneurs carried on with their daily business, while the location filled with invited guests. The reason why this was not a regular Friday in the office was

that the German Accelerator had invited to celebrate its grand opening in New York City, welcoming Vice Chancellor Sigmar Gabriel and high-ranking Government and industry representatives from Germany and New York.

The German Accelerator, which began in Silicon Valley three years ago, has expanded to New York, bringing the most promising German technology startups to the City. The growth acceleration program which supports German ICT and Green IT startups and helps them to gain access to the U.S. market successfully graduated its first round of startups in the New

York City location. Tobias Schmidt from “wywy” and Stephan Herrlich from “IntraWorlds” proudly presented their certificates of graduation to guests and members of the press. Shortly after the participants had been presented with their certificates, Sigmar Gabriel, Federal Minister for Economic Affairs and Energy & Vice Chancellor, made his way through the crowd and congratulated the German startup companies.

After a meet and greet with the graduates, the German Accelerator team took the stage in the conference room to give feedback on the successful start of the New York City expansion. Among the speakers was also Executive Vice President and Managing Director for the Center for Economic Transformation, Eric Gertler, who underlined the importance of strong business relations between New York City and German companies:

“New York City is a global capital of commerce and culture, and it is important for our economy that we encourage partnerships with foreign partners, businesses, and entrepreneurs. By connecting New York City’s local talent and businesses to European startups and innovators, we are strengthening and diversifying New York City’s globally competitive economy and helping New Yorkers in all five boroughs.”



Tobias Schmidt (wywy), Elizabeth Wurm (IntraWorlds Inc.), Stephan Herrlich (IntraWorlds Inc.), Joe Rhyne (German Accelerator)





# GERMAN ACCELERATOR



*Dietmar Rieg, Sigmar Gabriel, Caroll Neubauer, Joann Halpern, Dirk Kanngiesser*

Sigmar Gabriel, who subsequently addressed the audience, also focused on the importance of New York as an economic center for German-American startup business relations:

“We can see in New York how traditional sectors such as logistics and manufacturing, not to mention the world’s largest financial center, have a productive symbiosis with the startup scene. I am glad that we can continue this successful program that we have launched three years ago in Silicon Valley. German startups will be given support here in New York, as they venture out in the U.S. market.”

In order to ensure a successful continuation of the German

Accelerator program, Siemens TTb (Technology to Business) was introduced as a new strategic partner and sponsor. Dr. Sven Scheuble, Head of the Technology to Business Center at Siemens Corporate Technology, highlighted the importance of partnership between corporates and startups, as he was greeted by the Vice-Chancellor.

Even after the official part of the event had ended, guests stayed at the Urban Future Lab, to enjoy the amazing views of the Brooklyn Bridge and World Trade Center while having the opportunity to speak to the graduates and representatives about the successful start of the New York City expansion. ■

“I always admired how startup companies in the U.S. conduct their business. It appears that many of them had to face stormy waters and sometimes even capsized. The key thing is that they did not lose faith and even after the first or second set back they did not give up, but tried again and brought an even better business idea to the market.”

**Sigmar Gabriel**



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# GACC West 10th Anniversary

## A Decade of Transatlantic Trade and Relations

For its 10-year anniversary, the GACC West traveled through time and revisited over 150 years of German entrepreneurship in the Bay Area.

It is not every day that a Chamber of Commerce ages a decade. The GACC West duly celebrated its decennial on October 21st in San Francisco by gathering the board members of the German American Chamber of Commerce New York and other top ranking representatives of the Bay Area business community to celebrate, network and expand horizons. Participants were thoroughly entertained by an exciting full-day program, featuring a symposium and concluded by an exclusive anniversary dinner, which the Chamber put together in honor of the occasion.

The celebration was set off by the half-day German Innovation Symposium which took place at Bechtel Conference Center in San Francisco – an event kindly supported by the “Konrad Adenauer Stiftung.” The conference showcased the innovation power of German companies such as BMW, Carl Zeiss, Smaato and Robert Bosch throughout different high-tech industry sectors in the Silicon Valley and Germany. With words of warm welcome, Dr. Sabine Hepperle of the German Federal Ministry for Economic Affairs & Energy opened the symposium. Among the renowned speakers were Dr. Burton Lee (Stanford School of Engineering), Ludwig Willisch (BMW) and Ralf Kuschneireit (Carl Zeiss). In two panel discussions, the innovation experts discussed how the German “Mittelstand” has been reinventing itself over decades and

how German e-mobility trends drive innovation worldwide.

Following a successful symposium, One Market Restaurant in San Francisco opened its doors to herald the most festive part of the day: The GACC West Anniversary Dinner. Felix Neugart of the Association of German Chambers of Industry welcomed around 65 prominent guests of the German-American business community who enjoyed an exquisite anniversary menu, while learning curious facts about German entrepreneurship in the Bay Area from the Gold Rush until today. In a time-lapse presentation, GACC West Managing Director Rene van den Hoevel took his audience on an interactive journey featuring long-established Bay Area companies like Levi's and Bayer HealthCare, as well as young startups like MINE Inc. – all of them united in



one room and sharing two commonalities: their German origin and a venturing spirit. An evening full of stories about early and late German pioneers in the Bay Area demonstrated the sometimes impalpable but deeply-rooted impact Germans had and still have on Californian economy and culture. Vivid images and present guests illustrated how famous Germans like Adolph Sutro, Levi Strauss, Hartmut Esslinger (Frog Design) and Rolf Herken (MINE Inc.)



*Rene van den Hoevel (Managing Director - GACC West) presenting the history of German entrepreneurship*



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**Rene van  
den Hoevel**

have influenced the Bay Area's character with their innovative mentality and enterprising ideas.

As another tribute to its milestone completion, the GACC West also published its limited edition anniversary book "German Entrepreneurship in the Bay Area & Beyond". Distributed as a present to all guests and select German subsidiaries, the book offers a detailed look on the economic and cultural development of the Bay Area from a German perspective and recaps the experiences and steady growth of the San Francisco-based Chamber over the past ten years. Similar to the first German pioneers of the Gold Rush times, who paved the way for all following German settlers and merchants with experience and an established network, the German American Chambers of Commerce provide support for German companies entering the U.S. market today. Even though the history of the GACC West is fairly young, the network of German American Chambers of Commerce dates back many years and has been vital for the success of many companies in the Bay Area and throughout the U.S. The GACCs are part of a global network of 130 chambers in 90 countries,

offering a membership network and providing support for German small and mid-size companies trying to venture abroad. With the ever-growing importance of the Silicon Valley for the U.S. economy, an office in San Francisco was established in 2004 to help promote transatlantic trade on the West Coast and focus on innovative industries, such as IT, biotech and renewable energies. It is a known fact that the Bay Area in Northern California represents a major economic region in the U.S. and is one of the most unique innovation centers in the world. It offers the perfect breeding ground for trailblazing ideas, strong-selling products and services, and is home to the largest and fastest-growing companies in North America. One seventh of all U.S. patents are granted and over 40% of all global venture capital is invested here. The area is known for welcoming entrepreneurs and unconventional thinkers from all over the world. German pioneers in particular have shaped the spirit and character of the Bay Area - from banks to breweries, some of California's first big corporations were established by Germans and are still successfully operating today. Thus, the decision to open up a new branch office in San Francisco did not come



From left to right: Andy von Bechtolsheim, Founder, Arista Networks; Jürgen Siebenrock, VP of the Americas, Lufthansa/GACC Board, Ludwig Willisch, President & CEO, BMW/GACC Board



From left to right: Daniel Kellmereit, CEO, Detecon, Inc.; Marlou Janssen, President, Biotronik, Inc.; Ragnar Kruse, CEO, Smaato, Inc.; Ralf Kuschner, President & CEO, Carl Zeiss Meditec, Inc.; Jürgen Friedrich, CEO, Germany Trade & Invest; Thorsten Alsleben, CEO, Association for Medium-sized Enterprises and Economy of CDU/CSU

"In tonight's game, the San Francisco Giants won 7:1 in the World Series. This illustrates how I feel about the entire trip and the GACC West's 10-year anniversary celebrations: Both have been great successes and the Chamber in San Francisco can be proud of its accomplishments." **Dietmar Rieg**

as a surprise and has been an important step to grow transatlantic trade on the West Coast.

The celebration, as well as the creation of the anniversary book, was kindly supported by the Paramount Group, Inc., BSH Home Appliances, MINE Inc. and Carroll Burdick & McDonough. With regards to information and content, GACC West's partners Germany Trade and Invest and the Bay Area Economic

Council made valuable contributions to the Festschrift. Considering its great partnerships, an outstanding anniversary celebration that concluded ten successful years, the GACC West can look into a bright future with a growing office that is reflecting the growth of transatlantic trade and relations. ■

*From left to right: Hartmut Esslinger, Founder, Frog Design & Alexander Imberg, Partner, Carroll, Burdick & McDonough LLP/GACC Board*



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# German Food is not the Wurst!

## A Taste of Germany II – German Specialty & Organic Products Beyond Bratwurst

By Jan Vater, GACC

**T**he U.S. food market is large – in fact it is colossal. No other country has a similar per capita consumption of groceries, beverages, and agricultural products. Therefore, it comes as no surprise that German exporters are continuously seeking new opportunities to place their products in this competitive market.

In recent years, however, demand for inexpensive mass products has been on the decline. American consumers increasingly prefer fresh produce over frozen food, smaller snacks are replacing larger meals, and bottled water and low-calorie beverages are trending. Additional competition came in form of a growing organic and specialty foods market in the U.S. Stores such as Whole Foods and Trader Joe's are known for their vast

range of organic products. Other chains such as Fairway also offer a large selection of organic and specialty products. Even U.S. hypermarket juggernaut Wal-Mart has recently announced that it will expand its product portfolio, adding affordable organic produce.

It seems that Americans are saying goodbye to burgers and fries in favor of healthier and more specialized consumer choices. Per definition, specialty food products are foods and beverages that exemplify quality, innovation and style. According to the Specialty Food Association, further characteristics are originality, authenticity, ethnic or cultural origin, specific processing, ingredients, limited supply, distinctive use,

extraordinary packaging or specific channels of distribution or sale. Of course, outstanding quality often commands a premium price.

The up-and-coming organic and specialty foods market segment in the U.S. offers a profitable niche, also for German companies. Traditionally, anything labeled “natural” in Germany carries a premium. Some argue that it is due to the fact that wilderness in Germany has largely been tamed to the point of extinction. However, the diverse selection of specialty and organic products “made in Germany” has great potential to supply the increasing demand in the U.S.







In order to assist German companies from the specialties and organic food sector, the German American Chamber of Commerce organized a 5-day business trip to New York City in March 2014 on behalf of the German Federal Ministry of Food and Agriculture. Eight German company representatives came to New York City to present their products in front of a broad audience and met potential U.S. business partners.

The first business delegation event in the spring of this year proved to be a great success for the eight German companies and paved the way for a sequel in the fall. On October 27, 2014, the German American Chamber of Commerce in cooperation with the German Consulate General opened the doors of the German House and hosted the kick-off event for "A Taste of Germany – Part II". Again, a group of eight German specialty and organic products enterprises took the stage at the rooftop restaurant of the German House and displayed their various products.

The room was filled with a delicious variety of German "Delikatessen", ranging from wines by Weinbau Dr. Lippold and Weinmanufaktur Montana; baked goods by Huober Brezel GmbH & Co and Wilhelm Prünzte GmbH; jams and jellies by FrüchteMeer Konfitürenmanufaktur; beer by Friedenfelser Beteiligungs-GmbH & Co. KG; spice mixes by Beltane Naturkost GmbH; and Black Forest ham by Hans Adler OHG.

After a welcome breakfast and tasting of the products, Rabbi Menachem Genack, CEO of the Orthodox Union, welcomed the new round of eight companies and the large group of invited guests consisting of food distributors, importers, brokers, retailers, and industry experts. Rabbi Genack's introduction was followed by several contributions and presentations, ranging from legal advice to valuable insight into U.S. market segments and distributions. ■



#### **Hans Adler OHG**

Raw ham and bacon specialties



#### **Beltane Naturkost GmbH**

Spice mixes, marinades and salad mixes



#### **Schlossbrauerei Friedenfelser GmbH**

16 types of beer, soda and lemonade



#### **FrüchteMeer Konfitürenmanufaktur**

Jams and jellies



*Die Marke durch die dreimal die Sonne scheint*

#### **Huober Brezel GmbH & Co.**

Salted crackers and snacks, pretzels and salted pretzel sticks



#### **Weinbau Dr. Lippold**

Riesling wine



#### **Weinmanufaktur Montana GmbH & Co. KG**

Riesling, white and red Burgundy, Pinot, Silvaner and Chardonnay



#### **Wilhelm Prünzte GmbH**

Whole grain bread and bread specialties

# You Don't Innovate by Yourself

## A Day of Dialogue and Exchange at the Inspiration for Innovation Forum

"It was a day full of discussions, exchange, and networking. Everyone left inspired, with new insight and a vision to share with their colleagues."

**Simone Pohl,  
President & CEO,  
GACC Midwest**

**O**n a beautiful sun-filled Friday afternoon, GACC Midwest invited representatives of the German-American business community to leave the bustling city of Chicago to get inspired to think outside of the box.

Overlooking the gorgeous Lake Geneva from the luxurious Abbey Resort, the group had the chance to hear leading innovators reveal their visions and enter into a dialogue on how to trigger innovative thinking, how to choose the right growth strategies, and how to find the right employees to be successful.

We all know that innovation plays a vital role in the world of business - but it doesn't come easily, acknowledged our Chairman W. David Braun when he opened the forum.

### Key Note Trends in Innovation

Our keynote speaker Howard Tullamn was a wonderful example of entrepreneurial courage. The CEO of Chicago's famous startup hub 1871 has successfully launched more than a dozen high-tech companies in the past 45 years. And he was willing to let our audience into the secrets of innovation. In a highly engaging presentation, the serial entrepreneur introduced 5 major trends for the future of innovation. By highlighting that today, companies "are competing against everything," he made it very clear that business challenges have changed significantly over the last years. In his view, companies who want to be true innovators need to switch from relying on diagnosing the past to courageously following prognoses for the future.



### **Innovation Panel**

After a highly engaging keynote, the first panel featured industry-crossing speakers Naurex, GE FirstBuilt, Fraunhofer, University of Notre Dame, Plasmatrete, and Probat Burns. The panelists openly discussed their challenges in the innovation process and possible solutions – especially when it comes to the pace of transformative developments, and to accessing a skilled workforce. All panelists agreed that a culture of innovation needs a positive attitude toward failure, an emphasis on talent retention, and more than anything, an ever open mind!

### **Growth Strategies Panel – Organic & Non-Organic Growth**

In the second panel, the moderator discussed organic and non-organic (M&A) growth strategies with five top-tier speakers. Executives from Johnson Controls, Roland Berger,

Voxeljet, Quarles & Brady, Roedl & Partner, and Bosch Rexroth revealed their different growth strategies. The panel agreed that every approach needs to respect the different corporate culture(s) involved, and that it is crucial to keep a bidirectional trajectory that embraces the new!

### **Midwest Oktoberfest**

Keynote and panels provided the attendees with a lot of food for thought – to end the day right, the GACC hosted its very own Midwest Oktoberfest! With Brats, Bretzn, and German beers, everyone enjoyed a wonderful dinner party, while the Hirsch band was providing an authentic Oktoberfest soundtrack to a successful day of inspiration in Lake Geneva. We would like to thank all our sponsors and attendees for making the inaugural innovation forum the success that it was. ■



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## 21st Century Manufacturing

# Global Supplier of Labels and Identification Solutions

**C**hances are that if you drove your car today, mowed your yard this weekend, or replaced any of your appliances recently, a Woelco label was on your product. Woelco Labeling Solutions (WLS), located in Mooresville NC, servicing North/South America, manufactures technical labels, die cut parts, and tags for industrial applications. Woelco has been present in the U.S. for over 15 years, although Woelco Germany was founded more than 50 years ago. Created for the purposes of bringing technical labels to specialized industries like automotive, Woelco creates custom-made solutions for a variety of industries including aerospace, automotive, chemical, electrical, equipment, electronics, food, gas, metal, military, packaging, plastics, textiles, tooling and many other product categories.



*Automotive component identification*

Woelco established itself in the USA to service global customers on a local level, bringing German quality manufacturing to all of their markets. Additional locations include Ehnningen, Germany and Changzhou, China which service Europe/Africa and Asia/Australia respectively. Woelco is one of the few global manufacturers of labels who can coordinate global strategic partnerships for ISO TS certified products. Collectively, these three international locations have created thousands of solutions throughout the years, and all of these different label solutions are available from each Woelco location. Woelco prides itself on bringing global solutions to local markets by producing in local facilities. Many of these solutions are technical and are designed for industrial applications for permanent parts marking. Most solutions are developed with a "long life" film material.

It is these complex material solutions that require Woelco to place heavy emphasis on their ISO TS Quality Certification. "We learned many years ago that customers were frustrated with having no technical labeling manufacturer for industrial labels. Many labeling companies are focused on consumer solutions instead of extreme solutions for industry, such as automotive. That is why we invested heavily in our ISO TS Certifications in order to support our customers with technical products at the highest quality level", said Petra

Weiser, Operations Manager of Woelco Labeling Solutions. In fact, Woelco Labeling Solutions was one of the first labeling companies to achieve the ISO TS Quality Certification worldwide.

Woelco's manufacturing capability exceeds millions of labels in a day with equipment ranging from rotary flexo to letterpress to digital. Additional equipment includes slitters and other cutting equipment to create the various shapes and die cuts required by customers. A highly disciplined training program, initiated by Woelco for developing local talented professionals, has proven to be extremely successful. This has allowed the addition of several new employees, who are now cross-training among the different pieces of equipment. This training is certainly paying big dividends in customer satisfaction, as WLS has recently surpassed 300 days without an accepted customer complaint.

While each location serves markets with unique product requests, Woelco prides itself on having similar capabilities amongst all their manufacturing facilities. This allows the other locations to cover production in case of emergency situations, such as natural disasters. The USA division has been very successful in also acting as a distributor and integrator. "In the USA, our customers are surprised to learn that we are a "one-stop shop" for all solutions

pertaining to “Identification.” In addition to technical labels, Woelco can also supply simple solutions like industrial printers, ribbons, and barcode scanners. But we can also supply very complicated solutions with various technologies such as custom made labeling equipment, laser etching equipment, vision systems, and software that can all be integrated into a total solution,” says Patrick Noone, Vice President Sales & Marketing, WLS.

Woelco also manufactures labeling equipment in Germany to accompany the labels produced in Mooresville, providing their customers with a complete “beginning to end” solution. A key to Woelco’s continued growth is their ability to manufacture this custom-made labeling equipment, combined with other technologies. “Many years ago I learned from my father that we needed to provide a complete equipment solution, so that our customers can come to one resource for a total solution of labels and equipment,” said Dieter Woelfle, CEO and owner of Woelco. Many of these equipment solutions can be viewed at WoelcoUS - YouTube - videos, as well as Woelco’s website, [www.woelco.com](http://www.woelco.com)

As Woelco’s business continues to grow, the plan is to increase their

support for their NAFTA customers through a recently announced partnership in Mexico with an engineering sales organization. This partner will represent Woelco throughout all of Mexico and will help service their NAFTA customers through improved communication, Spanish translation, timely service, weekly/monthly visits, and local professional representation.

Woelco’s solutions are included in many high-end technical products like BMW and VW automobiles, F16 fighter jets, and Bosch automotive parts. No matter what the need, Woelco can help with any identification solution. ■

#### Contact info:

Inquiries can be made to Patrick Noone at 704-929-5668 or by calling the Woelco office at 704-664-1027.

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



*Woelco's NC manufacturing facility*



*Self-adhesive labels in the slitting process*



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# Ethnic Diversity of U.S. Population Puts Food Industry on the Spot

By Christian Janetzke, Germany Trade and Invest

Translation from German by Sandy Jones, GACC

**T**he demographic profile of the United States is likely to change drastically by mid-century in view of the ethnic composition of the population. According to the PEW Research Center, the percentage of the population with Hispanic or Asian roots will grow rapidly between 2011 and 2050. Together, these two groups are likely to make up 40% of the population by the end of said time frame. A deciding prerequisite for the continuation of this trend, however, is that the U.S. immigration policy remains more or less the same.

In line with this development, the demand for foods seen as typical for a culture or a country outside the U.S. (so-called ethnic food) is rising. The exact definition for such foods is in a gray area. Market experts agree on the great potential for growth. According to Mintel Group, a market research institute, revenue generated with the sale of such foods in supermarkets increased by a total of 4.5% to US\$8.7 billion between 2010

and 2012. Between 2012 and 2017, the market is said to continue to grow in a robust way with a total growth of 20.3%.

## Food Industry Prepares for Demand

According to Mondeléz International, one of the world's largest snack companies, the company is watching the demographic shift in the U.S. now more than ever. Its focus here is on the growing ethnic diversity, which largely determines the product portfolio of the company at the moment. According to market observers, primarily residents of Hispanic and Asian descent show a strong interest in foods that are typical for their respective cultures. According to different companies in this sector, due to the increasing buying power of these ethnic groups, it is crucial for the food industry to satisfy their demand by means of new product creations. Especially the rapidly growing Hispanic population is becoming increasingly important as consumer. Between 2011 and 2015, its share in the U.S. population is likely to increase by 12%. According to the U.S. Census Bureau, it can be assumed that approximately 128 million residents from this culture group will live in the U.S. by the middle of the century.

According to Packaged Foods, a market research institute, the market volume of typical Hispanic foods and

beverages is likely to grow from US\$8 billion to US\$11 billion between 2012 and 2017. In 2011, approximately 63% of the U.S. population that were of Hispanic descent had a Mexican background. Analysts especially anticipate a high potential for growth for foods that are typical for that country. In the beverage segment, Jarritos is becoming more and more popular. In times of decreasing sales figures for carbonated soft drinks, the sales volume of the Mexican fruit-flavored soda shows a significant increase. Demand for the soft drink is not only coming from specific culture groups. Young U.S. Americans without a migrant background support its market development, showing a keen interest in the variety of the culinary portfolio, says Mintel Group. According to a survey conducted by the market research institute in January 2013, 90% of the surveyed group age 25 to 34 have prepared "ethnic food" in the past month.

Among the group age 68 and older the number amounted to 68%. According to the survey, the Hispanic cuisine is the most popular across all age groups. The expanding range of products of Cuban, Mexican and other Latin-American restaurants provides an incentive to prepare similar dishes at home, according to market observers. When it comes to ethnic food, the product portfolio of specialized vendors as well as the

Source: PEW Research Center

Year	White	Hispanic	Black	Asian
1960	85	3.5	11	0.5
2011	63	17	12	5
2050	47	29	13	9

Share of total population according to major ethnic groups in %



## 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.

traditional food industry is rapidly increasing. Companies of the latter sector are starting to replace traditionally used foods in their product lines with ingredients that are typical for the Asian and Latin-American cuisine. For example, Campbell Soup Company, the industry giant, has launched a new chicken noodle soup product line in 2013, replacing noodles with quinoa. Several niche products in the area of ethnic food, such as quinoa and lemongrass, have the potential to become bestselling products within the space of a few years, according to market experts. Some typical Mexican dishes such as tacos and burritos have already arrived in that segment.

### **Demand for New Packaging Design**

This development is highly relevant

for the packaging industry, since specific packaging is more and more in demand. Such packaging is to attract the targeted consumer groups with its design. Analysts also notice a progressive blending of trends regarding ethnic and convenience foods. According to Packaged Facts, a high dynamic can be seen when the respective products are introduced into the market. Here, the food industry is searching for new packaging options to meet such demand. Campbell Soup Company, for example, has launched a new “to go” soup that can be prepared in one minute. Various variations of this soup contain amongst other things ingredients such as soy, coconut milk and green chili peppers. Experts notice a persistent growth potential for products that combine classic Asian as well as Hispanic recipes and



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ingredients. Thus, dishes such as sushirrito (sushi wrapped in a burrito) gain a lot of interest. According to Mintel Group, predominantly young adults drive the market in this segment. A strong interest in new product creations using tastes unknown to those young adults is noticeable, says the market research institute. ■



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★ UPDATE ★

NEWS FROM INSIDE THE BELTWAY

# U.S. Sanctions at a Glance

On September 23rd, 2014 the Representative of German Industry and Trade (RGIT), together with the German Embassy held a workshop on U.S. sanctions against Russia.

The event came on the heels of a speech which Chancellor Merkel made to the Federation of German Industries (BDI) in Berlin. Her speech took what many have described as her toughest tone against Russia to date, making it clear that Russia is breaching “the foundation of our coexistence in Europe” with its actions in Ukraine. While events in Berlin were more politically focused, the focus of the event in Washington was to provide an overview for German companies and interested stakeholders of current U.S. sanctions against Russia and their implications for the international business community.

While it was pointed out that there are in fact no ‘risk free’ options when employing sanctions, the U.S. and EU have developed joint sanctions based on shared strategic assumptions that they believe will bring Russia back to the negotiating table. Compared with past efforts, officials noticed that the EU and

U.S. sanctions are remarkable in the fact that there are far more similarities than differences between the two regimes. The close coordination of sanctions against Russia has come about as

## About the Author

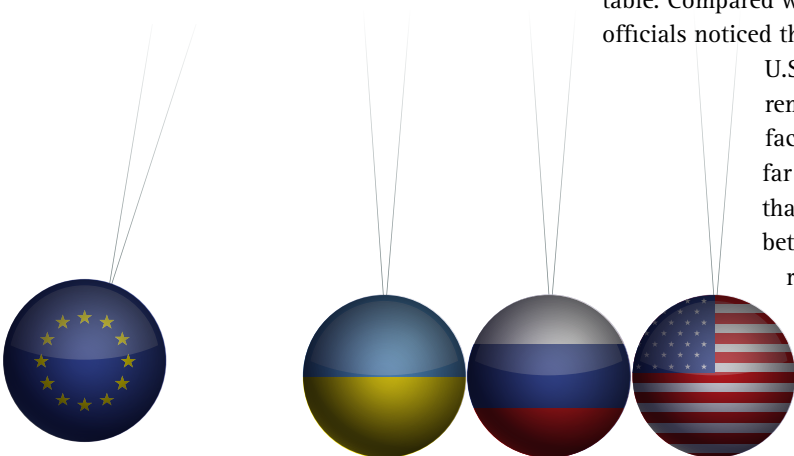


Elizabeth Livengood, Director Trade Policy at the Representative of German Industry and Trade (RGIT).

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the result of a great deal of effort and coordination on both sides of the Atlantic.

The Office of Foreign Assets Control (OFAC) has issued two types of sanctions against Russia to date. The first are more traditional blocking sanctions which prohibit dealings with listed individuals and companies. These sanctions target three groups: (1) individuals who supported separatists in Crimea and Ukraine; (2) Russian officials involved in decisions that were made in Crimea and Ukraine; and (3) Russian oligarchs who have



# R G REPRESENTATIVE

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been longtime supporters of Putin and have helped him achieve his policy goals. While the sanctions are significant, the U.S. has tried to minimize collateral costs and have taken great care not to have an adverse impact on global energy prices.

The second type of sanctions is sector-specific. In this vein, the U.S. has further restricted Russian access to capital markets for loans maturing in more than 30 days with a particular eye to the finance and energy sectors. In the defense export sector, the U.S. has also increased the number of items on the list of prohibited dual-use goods. Rather than focusing on Russia's current energy market, these sanctions are specifically aimed at limiting Russia's ability to develop technologies used in fracking and arctic drilling, which would enable them to secure future energy supply.

The U.S. government maintains that the current sanctions are having the desired impact on the Russian economy and see it as a good sign that the Russian government did not immediately impose retaliatory measures following the latest round of sanctions in September. Officials recently highlighted that the U.S. government has made every effort to cooperate with third countries

throughout the process. While many third countries not directly involved in the sanctions have been very cooperative, the U.S. has made it clear that they will be keeping a close eye on the market, and attempts to backfill and thereby undermine the sanctions regime will not be tolerated. The U.S. is hopeful that sanctions will bring about a peaceful resolution to the Ukraine conflict; however, the U.S. will only respond to concrete action on the part of Russia and is prepared to expand the sanctions regime if necessary.

The sanctions, while aimed at being straightforward, can be complicated. While due diligence on listed persons and company ownership is often a clear first step, one usually has to drill down several layers to understand all the implications of the sanctions for companies with broader holdings. More specific information regarding the latest U.S. sanctions against Russia is available at the U.S. Department of the Treasury's Ukraine-related Sanctions resource center and the U.S. Department of State's Ukraine and Russia Sanctions page. ■



*The panel featured (from left to right): Peter Harrell, Deputy Assistant Secretary for Economic and Business Affairs at the Department of State; Ambassador Daniel Fried, Coordinator of Sanctions Policy at the U.S. Department of State; Brian O'Toole, Senior Sanctions Policy Advisor at the Department of the Treasury; and Michael E. Burke, Partner at Arnall, Golden, & Gregory LLP.*

# Interview with Claudio Caobianco

## Executive Vice President, Haver Filling Systems



*Claudio Caobianco,  
Executive Vice President,  
Haver Filling Systems*

**GAT:** Mr. Caobianco, you have worked for the Haver Group since 2005, primarily in the Latin American market. What compelled you to transfer to the North American market?

**Claudio Caobianco (CC):** I was compelled to transfer to the North American market by the challenge of understanding and thriving in a new environment. HAVER is involved globally in the wire weaving and machinery segments. The Wire Weaving Division produces woven wire mesh and processes it into engineered woven wire products. They are used for screening and filtration by the chemical, plastics, automotive, aviation, aerospace, electronics, foodstuffs and feed industries, as well as for architectural applications and analysis sieves. The Machinery Division specializes in storage, loading, unloading, packing, filling, and weighing, palletizing and mineral processing equipment. The product range includes packing and loading systems for powder-type and granulated materials, food and animal feed, as well as complete filling stations for liquid and pasty products. The division for mineral processing includes screening machines, washing technology, pelletizing discs, processing plants. These various levels of expertise allow us to provide full line solutions to our customers, not only in one market but globally, with complete integration. Therefore, combining these solutions with the ability to carry over best practices from my past experience in another

market into the North American market provides for an exciting future. Lastly, I always wanted to be linked to a successful and resource rich company such as HAVER, where it is possible to gain an enormous amount of knowledge and knowhow, which allows our abilities to reach their maximum potential.

**GAT:** What do you believe are some of the prominent differences between the Latin and the North American market? Where do you see challenges in dealing with a new market?

**CC:** Beyond economic and legislation differences between the two markets, there are specific differences in industry practices, such as cement dispatch in bulk is predominant in North America, while bagged cement dispatch is standard in Latin America. Another area of difference is the higher level of automation required by the North American customer. Overall markets are increasing in the areas of processing, storage, mixing, filling, packing, palletizing and loading in both regions, as well as demand for wear parts and service.

In terms of challenges, the common one is handling a large territory as big as North America in providing proper commercial coverage, while supporting the industry with exceptional product development and the highest standard of service. Though we are committed to exceeding customer expectations and the demands of an ever changing

## WELCOME

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





## FILLING SYSTEMS, INC.

industry. We are meeting the challenges of this market by increasing our local assembly, production and emphasis on our business units' commercial coverage (Cement, Building Materials & Minerals, Chemicals, Mining, Food and Service) throughout our region.

HAVER is one of North America's most respected solutions providers, as well as in Latin America, focused on using the latest technology.

**GAT:** Haver Group is a global company. In which fields do you see the highest potential for growth?

**CC:** Industries nowadays are signaling towards more intelligent and networked production systems, which mean more efficient, rapid and flexible work processes in companies. HAVER as a group is taking on this challenge to enrich our customers value-adding chains providing

complete solutions through our leading technology brands – HAVER, BEHN+BATES, FEIGE, IBAU and NEWTEC – customizing solutions for the handling, storage, filling, packing and palletizing of cement, building materials and minerals, chemicals and liquid and pasty products. HAVER innovative machine technologies of different brands can be linked together to form complete systems. This allows modules within the customer's process to be maximized, or total systems to be newly defined and set up. As a solutions provider we see a huge potential for growth in the service area, from complete engineered plants until its full operation, embracing related areas as maintenance, retrofit and refurbishing.

**GAT:** Last year the facility in Conyers, GA was expanded by adding 4,300 square feet. How has this improved your processes and production? Is even further

expansion of the facility possible in the next few years?

**CC:** The expansion has allowed for faster, high quality assembly and production of our machines. Along with increasing the allocated area for spare parts and our logistics processes. We have also been able to increase our material and bag testing areas.

We have expanded again. Newly inaugurated this year, we have added the HYDRO-CLEAN testing area for the material washing process. While our customers expect solutions that often go beyond our general product range, we are focused on innovation and technical developments in order to meet their expectations. This has lead time and time again to a successful partnership with our customers. We have been driven by consistent and sustainable business developments since the family-owned company was founded 125 years ago. ■



Haver Filling Systems, Inc. Building in Conyers, GA.



Valve Bag Packaging Machine, INTEGRA 4L

# Georgia

## Everything's Coming up Peaches

by Hannah Weinreich, Contributing Writer

**G**eorgia – just reading the name evokes images that have long characterized the Peach State's undeniable charm. We begin to hear Ray Charles' smooth voice remind us that all roads lead back to Georgia, and the iconic image of Scarlett O'Hara in the arms of Rhett Butler transport us back to a world "gone with the wind". But it's not all cotton and romance; the state's famous red clay has also played stage to moments that have changed the course of American history and left their mark on national culture. Today, all minds are once again on Georgia, but this time as a fertile region for thriving business, making Georgia synonymous with economic success. Having steadily gained popularity in the international business world over the

past few decades, Georgia has ultimately come to take its place as the undeniable economic power house of the American southeast, the fastest growing business region in America.

### The No.1 Place to Do Business

This claim to fame isn't just smoke and mirrors. Within the past year, Georgia was voted the No. 1 place to do business multiple times. In late 2013, Site Selection Magazine named Georgia the state with the best business climate according to its annual ranking of states' attractiveness to corporate facility investors. This top ranking was followed by another in 2014 when CNBC named

Georgia the No. 1 place for business in the nation, an impressive jump from its No. 8 ranking in 2013. Last but not least, Georgia recently unseated Texas for the No. 1 spot on Area Development Magazine's list of top places to do business in the U.S., a ranking based on business environment and labor climate, as well as infrastructure and global access.

#### Georgia Facts

**Capital:** Atlanta

**Population:** 9.9 million

**No. of German facilities:** 481

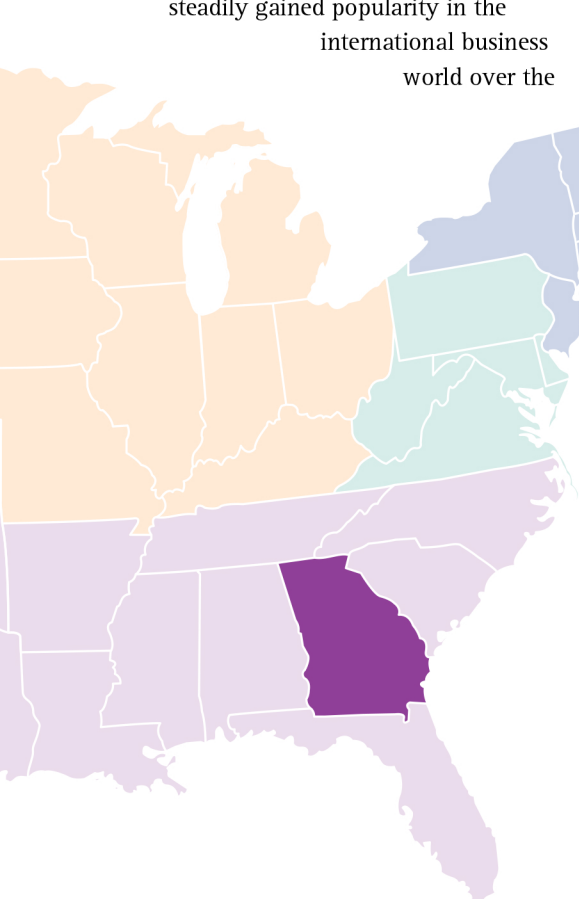
**German Trade:** \$11.5 billion

**Major Industries:** Aerospace, Agribusiness, Automotive, IT, Energy and Environment, Life Sciences, Logistics & Transportation, Manufacturing, Tourism



### German Investment

With over 400 German subsidiaries operating across the state, including top names like BASF, SAP, and Siemens, many German companies have already recognized the benefits of Georgia's business-friendly climate. A wide range of industries thrive here, including automotive; logistics and transportation; aerospace; IT; medicine and biotechnology; tourism; renewable energies; and most recently film. It can therefore come as no surprise that 17 Fortune 500 companies have their headquarters in the Peach State, including CNN, Coca-Cola, Delta Airlines, Home Depot and UPS. These giants are joined by more than 3,000 international companies from various industries, with foreign direct investment experiencing a 27% increase during the last fiscal year. According to the Georgia Department of Economic Development (GDEC), Germany ranks first among foreign countries in the number of facilities they have in Georgia with a total of 481 locations, nearly one-third of which are manufacturing operations. These companies include names like ElringKlinger, Wika, and ZF Friedrichshafen and employ more than 20,000 Georgians. Germany is also one of Georgia's top 5 investor nations; in 2014 alone, German investment reached into the double digit millions due to planned facility expansions from companies like Kautex Textron and Gerresheimer, which should also create over 100 new jobs.



### **Porsche: Bringing Intelligent Performance to Georgia**

One of the most exciting investment developments in recent years has been Porsche's decision to build their new headquarters at Aerotropolis Atlanta. Set to open in 2015, this development will further solidify Georgia's place on the list of southeastern states that are home to other illustrious names in German car manufacturing like BMW, Mercedes, and Volkswagen. While Porsche has had offices in Atlanta since 1998, this new 100-million-dollar investment is evidence of their resolve to take root in Georgia for good. The local workforce was one of the primary reasons Porsche chose Georgia from the other 73 sites taken under consideration, scoring highest on their elaborate evaluation system that weighed factors like logistics, transportation, workforce, and land costs. The new headquarters will employ around 400 people and create 100 new jobs, and the impressive building of glass and steel – perfectly representative of their cars' sleek, smart designs – will feature office space, a museum, restaurant, and a 1.6-mile test track.

### **Competitive Advantages**

International companies haven't chosen to invest in Georgia on a whim, but because the state's amiable business climate, ideal location, and attractive incentives are just too good to deny. The state's prosperous manufacturing sector, which includes many German companies, makes it even easier for other German businesses to relocate or expand here.

### **Logistics and Infrastructure**

While Georgia has many factors to thank for its economic success, enviable infrastructure and market access are its undeniable aces in the hole. A triumvirate of expertly developed air, land, and sea transportation options is a logistical dream for international companies. Atlanta is home to the Hartsfield-Jackson International Airport – the busiest international airport in the world – and brings over 95 million people to destinations across 6 continents and 50 countries every year. Georgia also boasts two deep-sea ports in Savannah and Brunswick, with Savannah ranking as the second busiest deep-sea port on the American east coast just after New York. Georgia also enjoys an ideal location for inland distribution, with an extensive network of highways and railway lines that allow companies to reach 80% of the American market within just 2 days.

### **Qualified Work Force**

Successful business requires a skilled work force, which is why Georgia has focused on workforce training, hiring, and education in its effort to help businesses grow. International companies benefit from Georgia's extensive higher education system (one of the largest in the nation), which includes internationally renowned schools like Georgia Tech and Emory. U.S. News & World Report has ranked Georgia Tech among the top 10 public universities







### Selection of German Subsidiaries in Georgia

BASF Corp. (Savannah)  
 BESTAR, LLC (Atlanta)  
 BLG Logistics, Inc. (Marietta)  
 BMW of North America, LLC (Atlanta)  
 Bosch Rexroth Corporation (Duluth)  
 Continental Tire the Americas, LLC (Gainesville)  
 Coppenrath USA, LP (Cumming)  
 Dachser Transport of America, Inc. (Atlanta)  
 DB Schenker (College Park)  
 DEKRA North America, Inc. (Marietta)  
 DEUTZ Corporation (Norcross)  
 Ernst & Young, LLP (Atlanta)  
 Expotechnik America, Ltd. (Suwanee)  
 Grenzebach Corporation (Newnan)  
 Hansgrohe, Inc. (Alpharetta)  
 Haver Filling Systems, Inc. (Conyers)  
 Heidelberg USA, Inc. (Kennesaw)  
 Hella, Inc. (Peachtree City)  
 I.K. Hofmann USA, Inc. (Atlanta)  
 IFF, Inc. (Atlanta/College Park)  
 INP North America, Inc. (Alpharetta)  
 Jamestown Management Corp. (Atlanta)  
 KettenWulf USA, LP (Austell)  
 Kraiburg-TPE (Duluth)  
 Kuehne + Nagel Inc. (East Point)  
 Lufthansa Cargo (Atlanta)  
 MAGE SOLAR (Dublin)  
 PFAFF Industrial of America, Inc. (Norcross)  
 Poggenpohl Atlanta (Atlanta)  
 Porsche Cars North America, Inc. (Atlanta)  
 Porsche Consulting, Inc. (Atlanta)  
 Robert Bosch Corporation (Atlanta)  
 Rödl & Partner / Rödl Langford de Kock (Atlanta)  
 Senator International Freight Forwarding, (Atlanta)  
 Siemens Energy, Inc. (Atlanta)  
 Siemens Healthcare, Inc. (Atlanta)  
 Siemens Industry, Inc. (Atlanta)  
 ThyssenKrupp Elevator (Marietta)  
 ThyssenKrupp Industrial Solutions, Inc. (Atlanta)  
 WIKA Instrument, LP (Lawrenceville)  
 ZF Sachs-North America (Newnan)

in the U.S. for 14 consecutive years, and the university also offers a dual degree program in cooperation with the Technical University of Munich.

The state has also developed Georgia Quick Start, an exceptional workforce training model that currently ranks No. 1 in the nation, which aims to supplement international investors with the qualified personnel they need. This program has trained more than one million Georgians according to the skilled labor needs of each company, thus facilitating a strong and mutually beneficial partnership between the Peach State and international businesses.

### Other Incentives

Georgia is committed to creating a favorable business climate by offering various attractive statutory and discretionary incentives, and has maintained a comparatively low corporate tax rate of just 6% since 1969. Companies here can enjoy diverse energy tax exemptions and tax credits for job creation. Atlanta and Savannah are among the state's 15 free-trade areas in which all goods can be stored and processed tax-free, which greatly supports the state's many manufacturing and logistics companies. Many international companies also appreciate the less pronounced trade union culture within the state, and below-average land and energy prices, a comfortable climate, and high quality of life are even more reasons why Georgia is such a popular place for investment.

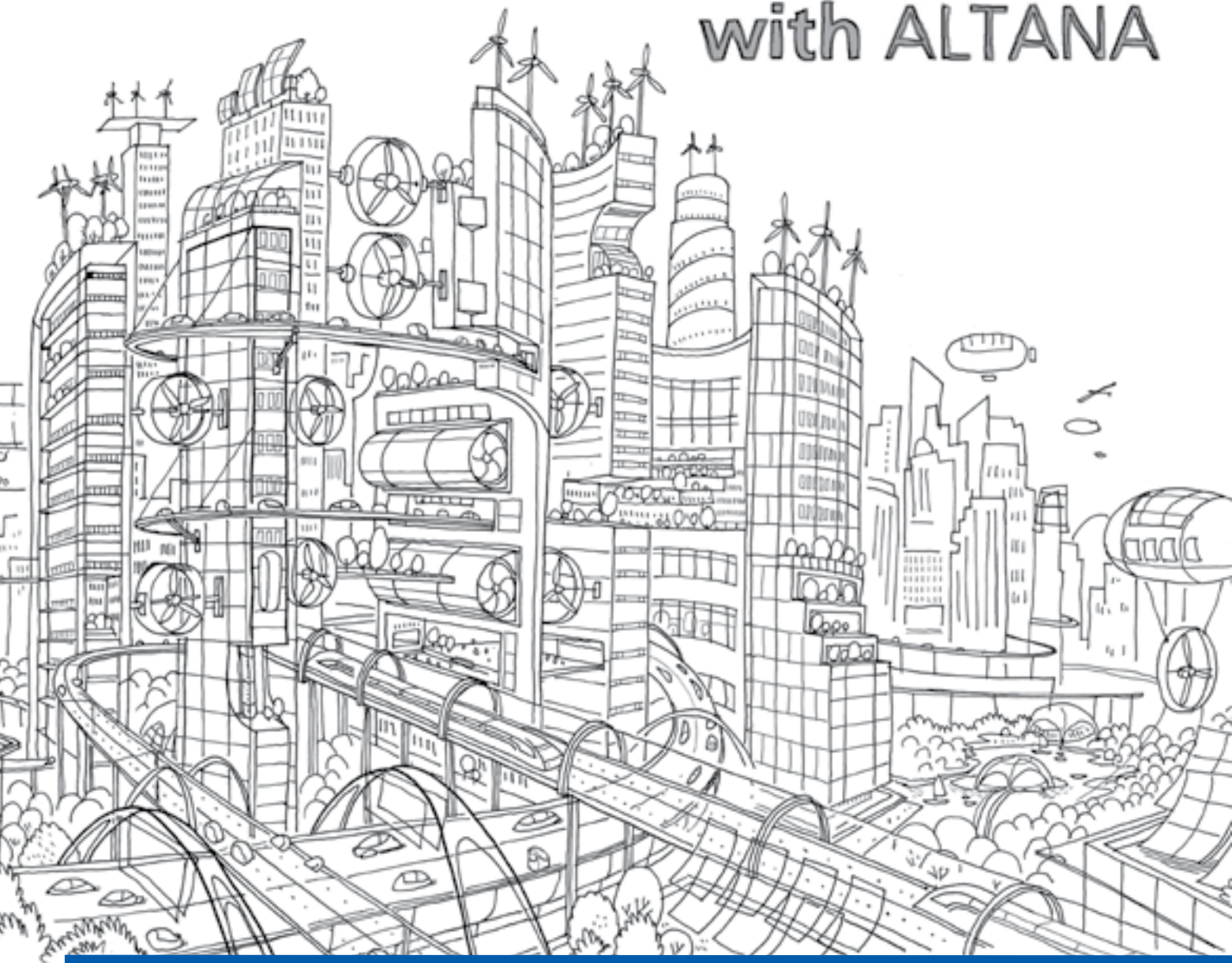
### The German Connection

As a respected center for international trade, Georgia has also become a hub for various international institutions that promote direct German-American relations. The German American Chamber of Commerce of the Southern U.S., Inc. (GACC South) is one of these key players, helping German-based companies to profit



from their 35 years of experience in the areas of market entry and expansion, and networking events. With almost 40 employees in Atlanta and Houston, the GACC South has more than 700 members and hosts over 100 networking events every year throughout the South. The Georgia Department of Economic Development (GDECD) is another institution that works round the clock to inform potential investors at home and abroad about the many benefits of doing business in Georgia, and even has a dedicated office in Munich to establish and maintain personal relationships with potential German investors. German culture has also found a special place in the heart of Georgia, with institutions like the Goethe Zentrum German School of Atlanta and the German-American Cultural Foundation that actively promote the German language and culture. With over 45,000 German citizens living in the Metro Atlanta Area, Germany is the most widely represented European group in Atlanta (U.S. Census Bureau: Current Population Survey, 2012). Georgia's strong German-American partnership leaves the Peach State poised to remain a strong, ever-growing center for German business and investment for many years to come. ■

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# Not Your Average Agency...

...with International Experience, European Taste, German Quality and True American Spirit, OSK is Setting New Standards.

**OSK Marketing & Communications** is an experiential marketing, communications and brand-developing agency which delivers content with substance, powerful imagery and memorable experiences that generate interest for our clients.



*A jet-setting exhibit for Siemens won awards for OSK*

Through the production of high-level special events and the creation of “brandscapes,” (comprehensive brand landscapes that build brand experience and awareness) we offer our clients “public relevance” for their themes, technologies and products. To create this relevance, we employ a multitude of communication platforms including sophisticated press and marketing events, striking product presentations, branding strategies, 3D exhibitions and comprehensive social media/online campaigns. In this fashion we are able to position our clients’ brands within the public consciousness, inspire discourse and debate, and create honest, credible public relevance.

Our agency also has the advantage of being part of an international organization – we have offices in Germany and China in addition to our U.S. location. This worldwide

network allows us to achieve success by utilizing the most effective and appropriate approaches from a global perspective. Additionally, we leverage those approaches with support from communication specialists, designers, architects and event specialists as well as technology, software and logistics professionals. With all this talent under our global company we are able to conceptualize and execute demanding, large-scale projects both here in the U.S. and abroad.

Our customer satisfaction is not only reflected by our sales numbers but also by our enduring relationships. Internally and externally, our dedication to our team and clients is among the longest in the industry. Our U.S. roster involves brands such as Mercedes-Benz, smart, AMG, HARMAN and Tetra Pak and we’ve provided support to Siemens, Lapp and TrueCar, among others. In particular, OSK Marketing & Communications is a good fit for German and European brands with a presence in the United States. An example of this congruence (and of our most notable projects here) was the planning and execution of the world premiere of the Maybach ultra-luxury sedan by Mercedes-Benz.

## **OSK Marketing & Communications Sits at the Crossroads of Marketing, PR, and Creative Services for Brands.**

The landscape of brand communications is changing drastically. What clients and their brands now need



*OSK’s “brandscape” for Tetra Pak was the hit of the Anuga FoodTec Fair*



# OSK MARKETING & COMMUNICATIONS

are ideas that engage consumers on their own terms rather than forced messaging. Now the unique opportunity exists for brands to create moments that connect directly to them. Consumers want to engage with these moments and share them with others.

Ideas for brands should be just that: ideas. These ideas should not be tied to any one media space but instead are adaptable to whatever medium can truly connect with the right consumers. Utilizing these various outlets, brands can now tell their unique stories in more places than ever before – and these stories can spread faster thanks to the engagement of consumers.

The advent and meteoric growth of social media has now blurred the lines between what was previously known as traditional brand communications and PR. The two can now make good bedfellows – a win-win situation for brands. Our unique blend of experience and talent in both these sectors positions us to be the ideal partner for today's marketers.

Beyond brand staging, media relations and multidimensional communications we now have full digital capabilities. We can create solutions that forge a link – conceptually, technically, and from a design perspective – between content and users on all types of digital channels

and devices. Our expanded digital skills now allow us to build for our clients platforms of entirely new communication formats by combining our expertise in content, imagery, storytelling and technology. ■

## Contact Info



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>> Web: [www.oskny.com](http://www.oskny.com)

## Facts & Figures

- Owner-operated agency
- Founded in 1993;  
New York office opened in 2008
- Offices in Cologne, Stuttgart,  
New York City and Beijing
- Lead agency for global product communications, Mercedes-Benz Cars



*Debating in style – the world premiere of the S63 AMG Coupe*

## Video clips:

World Premiere Mercedes-Benz S-Class, Hamburg 2013

>> <https://www.youtube.com/watch?v=o55Wr6rO2sM&feature=youtu.be>

Mercedes-Benz IAA Press Conference, Frankfurt 2013

>> <https://www.youtube.com/watch?v=jAbdAMi-Pu8>

# Overview of the Fine Art Market in Germany

In 2013, the global Fine Art auction market increased 5% by value sold from the previous year, earning over \$14.4 billion. A significant increase (+13%) was also seen in Germany during the same period, making it the fifth-largest market for auction sales of Fine Art.

A look at the artnet Price Database revealed that Fine Art auction sales in Germany reached over \$265 million during 2013; only the United States, China, the United Kingdom, and France saw higher totals. Additionally, nearly 50% of the country's sales were attributed to the top three German auction houses: Villa Grisebach Auktionen GmbH, Ketterer Kunst München, and Lempertz.

Perhaps even more noteworthy is the global success of German artists at auction. Recently, the artnet analytics team compiled auction data for the top 10 German artists, and found that over the past decade, works by these artists have garnered over \$2.5 billion.

Rather unsurprisingly, Gerhard Richter held the no. 1 spot. Having realized over \$1.2 billion in auction sales since 2004, Richter accounted for almost 50% of the value brought in by the top 10 German artists. German expressionist painter Ernst Ludwig Kirchner and influential surrealist Max Ernst also performed well, together bringing in over \$392 million.

Along with Richter, Andreas Gursky and Anselm Kiefer lead the market for living German artists.

## **Spotlight: Gerhard Richter**

Known for his revolutionary use of the squeegee in his paintings,

Gerhard Richter has experienced staggering success at auction internationally. Not only does he dominate the market for German art, but he tops the list for living artists – surpassing the likes of Jeff Koons, Damien Hirst, and Zeng Fanzhi.

In 2013, Richter became the first living German artist to meet the eight-figure mark when Domplatz, Mailand (Cathedral Square, Milan) (1968) sold for over \$37 million at Sotheby's Contemporary Art Evening Sale, held in May. The work also ranks second in two broader lists: Top Lots by German Artists and Top Lots by Living Artists.

In fact, if you were to peruse a list of the top 100 lots by German



In 2013, Richter became the first living German artist to meet the eight-figure mark when Domplatz, Mailand (Cathedral Square, Milan) (1968) sold for over \$37 million

artists, Richter's work would occupy 54 of the spots.

Richter's market shows no signs of slowing. So far this year, his works have already brought in over \$169 million (an impressive 33% of all sales by German artists), and

with November contemporary sales still on the horizon, Richter is certainly an artist to watch.

### About artnet

Founded in 1989 with the goal of bringing transparency to the art world, artnet is the leading online

resource for the international art market, and the principal platform for art auctions on the Internet. We offer a wide range of art market resources, providing a place for people in the art world to buy, sell, and research Fine Art, Design, and Decorative Art. ■

### Company Info



Jacob Pabst, CEO

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New York, NY 10279, USA

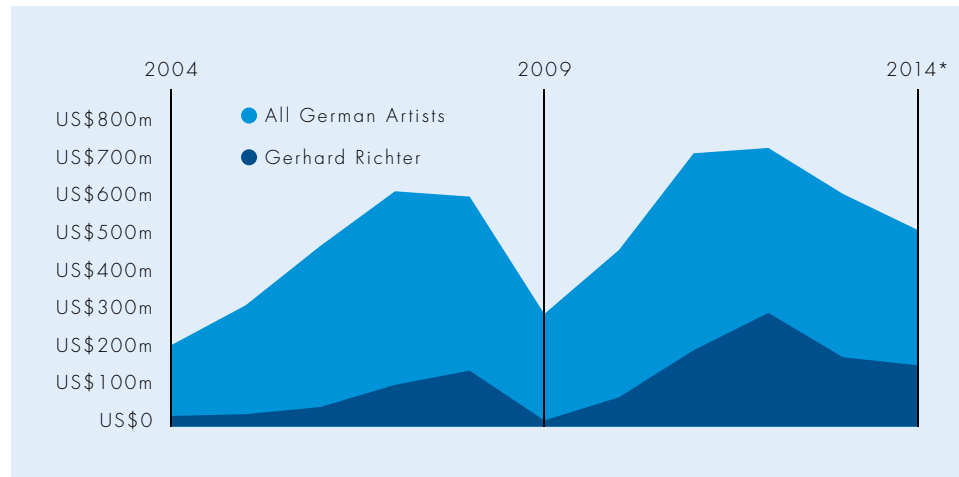
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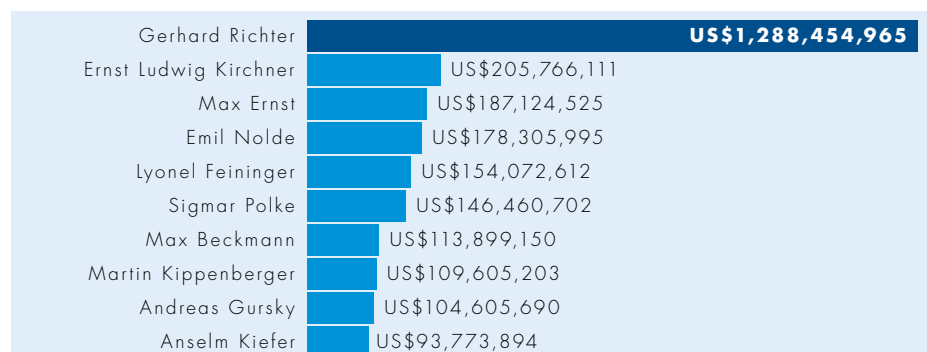
>> www.artnet.com

>> www.artnet.de



Global Auction Sales Value

\*Data through 9/15/2014



Top German Artists at Auction (2004 – 2014\*)

\*Data through 9/15/2014



# EUROPA 2: Atlantic Crossing and Maiden Call in New York City

**O**n EUROPA 2's transatlantic crossing this fall guests will have the opportunity to fully experience the ship and its facilities, before the EUROPA 2 arrives in New York City. The EUROPA 2 has been awarded five-stars-plus, the highest ranking, by the renowned Berlitz Cruise Guide for the second time in their 2015 edition. One of the voyages' highlights is the arrival at the port of New York on December 4, 2014, which will be a maiden call for EUROPA 2. Guests will have ample time to enjoy the Big Apple, since the EUROPA 2 will stay in the famous metropolis for two nights. After that, the ship continues its voyage to the Caribbean and South America.

The Atlantic crossing has been a famous route in cruise history for many years. On a luxurious cruise

ship like the EUROPA 2, there is plenty to do for the guests while crossing the ocean: try out all the 7 restaurants on board (all included in the cruise price), relaxing in the famous spa and working out in the gym, just to mention a few.

## Culinary Diversity with Flexible Times and Open Seating

The restaurant concept on board the EUROPA 2 is synonymous with diversity and flexibility – flexible mealtimes, no assigned seating, and plenty of tables for two. There are seven restaurants to choose from – among them, three specialty restaurants with Italian, French and Asian cuisine, as well as a Sushi Bar. There is also an on-board culinary school, equipped by Miele. In addition to the seven restaurants, six bars can also be found on-board.

## Entertainment with Exclusive Productions & Performances

The entertainment program reflects the modern concept of the EUROPA 2. The theater has modern stage technology and a large LED wall extending across two stories. The entertainment program features spectacular productions, performances and light shows. The shows are exclusively performed aboard the EUROPA 2. International guest artists enhance further the entertainment program. The shows do not rely on language.

## Wellness and Fitness: 1,000 Square Metres Spa

Guests also find diversity and plenty of space in the wellness area, which spans 10,764 square feet. Treatments ranging from massages, to facials, to Thalasso therapy are offered at the OCEAN SPA. The extensive sauna landscape grants every guest more space to relax than on any other ship of this class. In addition, passengers can book a personal SPA experience and enjoy the private sauna and whirlpool facilities, as well as massage beds and comfortable relaxation furnishings in an intimate atmosphere. The on-board facilities also include a large fitness area with fitness and cardio equipment, as well as a room where Pilates and spinning take place. On request, a personal trainer is available to support guests in their workouts and sports hosts are available to organize shore excursions, which includes bicycle tours or Nordic Walking.

## Accommodation On-board, All-Suites

The EUROPA 2 exclusively offers Veranda Suites with balconies each





**Hapag-Lloyd  
Cruises**

measuring at least 75 square feet facing the sea. The 251 suites in eight different categories measure in size from 301-1065 square feet, and offer their own jacuzzi with ocean view in the highest categories. In addition, 16 Spa Suites have jacuzzi tubs and rain showers with steam saunas, providing guests with a private oasis of well-being on board. For families traveling together, there are seven family style suites, where parents and children can live in two separate areas, connected by a door and the shared balcony.

EUROPA 2 welcomes cosmopolitan guests – couples, families and solo

travelers alike – and has been built combining the very best of contemporary, modern design concepts, while providing every amenity expected of a truly luxurious cruise experience. The destinations in 2015/16: South America, the Caribbean Sea, Western and Eastern Mediterranean, Seychelles and South Africa, the United Arab Emirates and Asia. ■

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**Ship visit on  
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New York City  
MS EUROPA 2  
December 5, 2014 at 05:30 p.m.

Meeting at Manhattan Cruise Terminal,  
Pier to be announced with confirmation

Admission: \$75.00 per person

Please RSVP by 11/17/14  
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Ballindamm 25  
20095 Hamburg  
Germany



## Lindi von Mutius

GACC Philadelphia  
Executive Director



**From:** Essen, Germany

**Interests:** Gardening, Hiking,  
Kayaking, Skiing, and Painting

**Past Careers:** Ski Instructor, EMT,  
Ecologist, and Attorney

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Fax: (215) 968-0973

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

>> [www.ahk.de](http://www.ahk.de)

### What do you like best about your job?

I really enjoy working with our members, whether it is with large companies who need a contact, or with individuals who are looking for business development opportunities or employment. The most rewarding aspect of my job is when a member tells me that they met a new client or connected with a potential employer at one of our events. I also enjoy showing off the Philadelphia region. I work very closely with the City of Philadelphia and the Pennsylvania and Delaware state offices to better promote the region in Germany, and introduce German companies to the right contacts here.

### Most Inspiring Projects?

Incorporating new businesses and assisting German companies with legal issues they encounter

here in the region. I really enjoy being able to work as an attorney as well as the Executive Director. The legal work provides interesting variety in my job, and allows me to better understand what companies need to be successful here. I also enjoy speaking to groups about German trade policy issues like TTIP and business development in Germany.

### Upcoming Project?

We have conceptualized a market entry program specifically for German life science companies. After our 25th Anniversary Gala on September 26th, I am looking forward to focusing on this project again, because I believe it will make a big difference in helping Mittelstand companies from Germany thrive in the "Pharma Belt" that is Delaware, New Jersey, and Pennsylvania. ■



## Welcome, New Members!

### National Partners

**Emo Trans Inc.**

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

**HSBC Bank USA, N.A.**

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

**McGladrey LLP**

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

**SOS Children's Villages - USA, Inc**

[www.sos-usa.org](http://www.sos-usa.org)

**T-Mobile US**

[www.t-mobile.com](http://www.t-mobile.com)

**ASM Assembly Systems, LLC**

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

**AUCOTEC Inc.**

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

**Bejin Bieneman PLC**

[www.b2iplaw.com](http://www.b2iplaw.com)

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 <b>Event Calendar</b> November 1 - December 31		<b>November 1</b> 19th Annual Gala  Held by GACC South Atlanta, GA <a href="http://www.gaccsouth.com">www.gaccsouth.com</a>	<b>November 4</b> 6th German American Energy Efficiency Conference  Held by GACC South Austin, TX <a href="http://www.gaccsouth.com">www.gaccsouth.com</a>	 <b>November 7</b> Skills Initiative Spotlight Panel and Annual Wine Dinner  Held by GACC Midwest Chicago, IL <a href="http://www.gaccmidwest.org">www.gaccmidwest.org</a>
<b>November 10–12</b> Auto Supplier Business Conference & Delegation  Held by GACC Midwest Troy/Detroit, MI <a href="http://www.gaccmidwest.org">www.gaccmidwest.org</a>	<b>November 12</b> Annual Fall Dinner  Held by GACC Midwest Detroit, MI <a href="http://www.gaccmidwest.org">www.gaccmidwest.org</a>	<b>November 12</b> Martinsgans Dinner 2014  Held by GACC NY New York City, NY <a href="http://www.gaccny.com">www.gaccny.com</a>	 <b>November 12, 2014</b> Webinar on the Strategies for Stabilizing Financial Performance  Held by GACC South Atlanta, GA <a href="http://www.gaccsouth.com">www.gaccsouth.com</a>	<b>November 12</b> Climate Symposium Houston  Held by GACC South Houston, TX <a href="http://www.gaccsouth.com">www.gaccsouth.com</a>
<b>November 13</b> Martinsgans Dinner  Held by GACC South Atlanta, GA <a href="http://www.gaccsouth.com">www.gaccsouth.com</a>	<b>November 13</b> Breakfast Briefing w/ Phillip Maier, Economist, Bank of America  Held by GACC South Charlotte, NC <a href="http://www.gaccsouth.com">www.gaccsouth.com</a>	<b>November 13</b> Auto Supplier Business Delegation: Product Presentation Event  Held by GACC South Greenville, SC <a href="http://www.gaccsouth.com">www.gaccsouth.com</a>	<b>November 13</b> Climate Symposium Tulsa  Held by GACC South Tulsa, OK <a href="http://www.gaccsouth.com">www.gaccsouth.com</a>	 <b>November 17</b> Legal Ethics and Risk Management: Complemen- tary Strategies for the Successful Law Practice (CLE accredited)  Held by GACC South Atlanta, GA <a href="http://www.gaccsouth.com">www.gaccsouth.com</a>
<b>November 17–21</b> Energy Efficiency Delegation  Held by GACC West Portland, OR <a href="http://www.gaccsouth.com">www.gaccsouth.com</a>		<b>November 18</b> GACC South TN Chapter – German American Business Stammtisch  Held by GACC South Chattanooga, TN <a href="http://www.gaccsouth.com">www.gaccsouth.com</a>	<b>November 18</b> Lived Leadership – The Leadership Circle  Held by GACC South Houston, TX <a href="http://www.gaccsouth.com">www.gaccsouth.com</a>	<b>November 19</b> Christmas Market w/ MostlyChocolate.com  Held by GACC South Charlotte, NC <a href="http://www.gaccsouth.com">www.gaccsouth.com</a>
<b>November 20</b> Knowledge Exchange: Strategies to ensure a healthy financial life in retirement  Held by GACC Midwest Chicago, IL <a href="http://www.gaccmidwest.org">www.gaccmidwest.org</a>	<b>November 20</b> Culture Shock! Sushi & Sausage  Held by GACC South Atlanta, GA <a href="http://www.gaccsouth.com">www.gaccsouth.com</a>	<b>Nov 21 – Dec 20</b> Denver Christkindlmarket  Held by GACC Midwest Denver, CO <a href="http://www.gaccso.org">www.gaccso.org</a>		<b>Nov 21 – Dec 24</b> Christkindlmarket Chicago  Held by GACC Midwest Chicago, IL <a href="http://www.christkindlmarket.com">www.christkindlmarket.com</a>
<b>Nov 30 – 12 Dec</b> STEP NYC – 5 Day Program for German Startups in New York City  Held by GACC NY New York City, NY <a href="http://www.gaccny.com">www.gaccny.com</a>	<b>December 1</b> Smart Cities – Energy Efficiency in the Infrastruc- ture – New York City  Held by GACC NY New York City, NY <a href="http://www.gaccny.com">www.gaccny.com</a>		<b>December 3</b> Holiday Award Dinner  Held by GACC South Houston, TX <a href="http://www.gaccsouth.com">www.gaccsouth.com</a>	<b>December 8</b> German American Business Outlook  Held by GACC NY New York City, NY <a href="http://www.gaccny.com">www.gaccny.com</a>
<b>December 11</b> Knowledge Exchange  Held by GACC Midwest Chicago, IL <a href="http://www.gaccmidwest.org">www.gaccmidwest.org</a>		<b>December 11</b> "After Hours" Networking w/ Kuehne + Nagel, Inc.  Held by GACC South Atlanta, GA <a href="http://www.gaccsouth.com">www.gaccsouth.com</a>	<b>December 16</b> German American Business Stammtisch  Held by GACC South Chattanooga, TN <a href="http://www.gaccsouth.com">www.gaccsouth.com</a>	 <b>December 17</b> Jingle Mingle Reception,  Held by GACC Midwest Chicago, IL <a href="http://www.gaccmidwest.org">www.gaccmidwest.org</a>



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THE MAGAZINE OF THE GERMAN AMERICAN CHAMBERS OF COMMERCE

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