

TRADE

German American

QUARTERLY

3rd Quarter 2016

Vol.27 No.3 \$7.50



**Radeberger Gruppe USA:
Global Ambassador for
"Deutsches Bier"**

German-American Business Forum

Smart Cities Conference

Brewmasters of the Radeberger Gruppe



The next big
international
trend fits in
your pocket

DOWNLOAD
NOW!



Transatlantic Relations for Sustainable Growth

April 2016, when for the first time ever the United States was Partner Country of the Hannover Messe, President Obama and Chancellor Merkel delivered a strong message of continuing commitment to the transatlantic economic relationship. And the timing could not have been better: After decades, the U.S. has become the most important export market for German companies.

Today, more than 3,500 subsidiaries of German-owned companies contribute to the health and prosperity of the American economy. German businesses employ more than 640,000 Americans and total investments from Germany amount to US\$ 224 billion.

German business matters. On the other side, many jobs in Germany depend on U.S. companies investing in Germany and on German businesses selling to the United States. As a country based on democracy and the rule of law, the United States embodies stability and accountability. Strong economic relations with the United States are a pillar of German employment.

Both sides of the Atlantic benefit from trade and investment flows between Europe and the U.S. The Transatlantic Trade and Investment Partnership (TTIP), currently under negotiation, will deepen transatlantic economic relations by dismantling barriers. Aside from the TTIP agenda, there are other important drivers for transatlantic economic relations. The "Internet of Things" and smart factories will influence how companies do business and cooperate internationally. The trend of automation and data exchange in manufacturing technologies will require a global framework for the trade and movement of data that strikes a balance between privacy and security. Additionally, cooperation in climate change issues and sourcing future energy supplies will shape the transatlantic agenda.

Germany and the U.S. have a long track record of close cooperation on various economic matters – both bilaterally and in



*Daniel Andrich.
President and CEO, RGIT*

international organizations and forums such as the WTO, the OECD, the G7 and the increasingly important G20. Under its upcoming G20 presidency starting at the end of this year, the German government has asked RGIT's principals, the Federation of German Industries (BDI) and the German Chambers of Industry and Commerce (DIHK), in collaboration with the Confederation of German Employers' Associations (BDA), to be in charge of the official G20 economic dialogue – the Business 20 (B20).

In view of current geopolitical challenges, global economic uncertainties and volatilities, the British EU referendum and the political implications of the refugee movements, I am convinced that strong transatlantic economic relations are more important than ever for the political and economic stability and the sustainable growth for companies – both in the United States and in Germany. ■

*Daniel Andrich.
President and CEO, RGIT*

■ TRANSATLANTIC TICKER

German American Company News 4

■ ECONOMIST'S CORNER

Dr. Harm Bandholz, UniCredit Research
Why the Fed Really Worries about
the Global Economy and the Dollar 7

■ COVER STORY

The Radeberger Gruppe USA Positions Itself
as the Global Ambassador for Deutsches Bier 8

■ SPOTLIGHTS

Success in the U.S.:
German-American Business Forum 2016 14

Smart Cities Conference:
The Questions of Sustainability that
Face New York City are Global Issues 16

■ GTAI INDUSTRY TALK

U.S. Market for Electric Cars with
Good Medium-Term Prospects 18

■ WASHINGTON UPDATE

Interview with Thomas Zielke 24

■ SKILLS AT WORK

Dual Apprenticeship Programs
as a Competitive Strategy 26

■ MEMBER PROFILES

PHMG 28

Understanding the US Innovation Scene 30

Jedox Moves from Innovative
Roots to the World Stage 32

The Mittelstand:
Germany's Army of Entrepreneurs 35

■ WHAT'S ON YOUR DESK?

Nils Christoph Schaede,
Manager, Membership Development
& Engagement,
GACC Midwest 38

■ EVENT CALENDAR

Events & Delegations: Q3 2016 40



RGIT REPRESENTATIVE
of German Industry + Trade

MERGERS & ACQUISITIONS

LSE, Deutsche Boerse Press on with \$30 Billion Merger after Brexit Vote

London Stock Exchange Group Plc and Deutsche Boerse vowed to press ahead with a \$30 billion merger despite Britain's vote to leave the European Union. The exchanges said the outcome of the referendum did not change the strategic rationale of the merger and they would continue to seek regulatory approval for it.

>> www.reuters.com

Seattle Carbon Material Company EnerG2 Bought by German Partner

EnerG2, which engineers carbon materials to advance energy storage, has been acquired by a division of German materials company BASF. The Seattle company was launched in 2003 by Rick Luebke and Aaron Feaver to create carbon materials that can be used in supercapacitors to store energy more effectively than batteries.

>> www.seattletimes.com

Henkel to Acquire Sun for \$3.6 Billion in Biggest U.S. Deal

Henkel AG agreed to buy laundry-detergents maker Sun Products Corp. for \$3.6 billion as Chief Executive Officer Hans Van Bylen marked his first weeks at the helm with the German company's biggest U.S. acquisition. The maker of Snuggle fabric softener generated annual revenue last year of about \$1.6 billion, under the ownership of Vestar Capital Partners, Dusseldorf-based Henkel said in a statement Friday.

>> www.bloomberg.com

German Company Kion Buys Dematic for \$2.1B

Dematic is being acquired by German forklift truck and robotics maker Kion, the company announced Tuesday, June 21st 2016. Dematic, valued in the deal at \$3.25 billion, is being bought for \$2.1 billion. The company, with a longtime presence in Grand Rapids, has grown more than 12 percent since 2013, and reported annual sales of \$1.8 billion in 2015.

>> www.mlive.com

Allison+Partners Latest Agency to Enter German Market with Tech Acquisition

Global PR firm Allison+Partners has joined other global networks increasing their German presence in recent months, with the acquisition of tech-focused Berlin and Munich agency Higher Ground Communications. It follows the acquisition of five-office ergo by Edelman in December 2015, and Golin's entry into the market in a joint venture with a fellow Interpublic Group agency, announced in April.

>> www.prweek.com

This German Diagnostic Company Was Sold for 50M to the World Leading Molecular Diagnostic Company

Sividon was a spin-off from Siemens, founded in July 2011 – and it was just sold to the American Myriad Genetics (\$2.2 billion market cap) for EUR 50 million, even though the company raised only EUR 5 million over its lifetime. A clear success story that I discussed with Karlheinz Schmelig, partner of Sividon's Lead investor Creathor Venture.

>> www.labiotech.eu

Parker Hannifin Acquires two Businesses from German Company

Parker Hannifin Corp. of Mayfield Heights has acquired Jäger Automobil-Technik GmbH and Jäger Automotive Polska Sp. z.o.o. from Hannover, Germany-based Arnold Jäger Holding GmbH, the company announced in a news release. Terms of the acquisitions were not disclosed. The release called the Jäger group “a pioneer in rubber to plastic direct bonded sealing systems for automotive markets and a leading developer of two-component (2K) direct injection molding technology,” noting that the two acquired businesses' products are used to “seal and protect” automotive systems components.

>> www.plasticnews.com

Convergys to Acquire buw

Convergys Corporation, a global leader in customer management, today announced a definitive agreement under which Convergys will acquire Germany-based buw for EUR 123 million in cash, subject to certain adjustments. Convergys also announced the transaction is expected to be accretive to Convergys earnings, excluding one-time charges, intangible amortization and integration costs. By adding buw's geographic footprint, complementary client base, and German language capabilities, Convergys expects the acquisition to expand its presence in the growing EUR 3 billion German outsourced customer management services industry. As the largest owner-operated customer management company in Germany, buw will bring 16 sites and approximately 6,000 employees spread across Germany, Hungary and Romania into Convergys' global operations.

>> www.businesswire.com

2016 is on Track for the Record Year of Foreign Acquisitions in the U.S.

Foreign investors have jumped on any opportunity this year to buy American companies. They have spent \$223 billion buying American companies, which amounts to 34 percent of the total deal value – and nearly twice the level of the same timeframe in the previous year. That's according to a May 2016 report by Richard Peterson of S&P Global Market Intelligence. Total U.S. mergers and acquisitions spending in 2016 is \$663 billion, including a proposed acquisition of LinkedIn by Microsoft for \$26.2 billion announced recently.

>> www.cnbc.com

CAA Sports Buys German Marketing Firm Cemano Communication

Creative Artists Agency's CAA Sports is expanding its international presence with the acquisition of Munich-based sports and entertainment brand consultancy, Cemano Communication. Financial terms of the deal were not disclosed. Founded in 2007 by Marc Socher and Dominicus Doriát, Cemano is an advisory firm that has worked with brands such as Allianz, The Coca-Cola Co., Henkel and German energy company E.ON.

>> www.bizjournals.com

Germany's Axel Springer Continues U.S. Spending Spree, Drops \$242 Million on eMarketer

Germany's Axel Springer has acquired control of digital media analytics firm eMarketer for \$242 million, adding another piece to its growing collection of U.S. assets. eMarketer, founded in 1996, has

become one of the most-referenced analytics firms, tracking a variety of digital businesses, including media. The company claims more than 75,000 subscribers to its subscription product.

>> www.mashable.com

MediBeacon™ Inc. Acquires Mannheim Pharma & Diagnostics

St. Louis-based MediBeacon™ Inc., maker of proprietary, non-invasive, real-time monitoring systems for kidney function, gastrointestinal permeability and other light-activated diagnostics, has completed the acquisition of Mannheim Pharma & Diagnostics, a life science company based in Mannheim, Germany.

>> www.prnewswire.com

Adidas Sells U.S. Apparel Firm Mitchell & Ness

Adidas said it had agreed to sell U.S. sportswear seller Mitchell & Ness, resulting in a one-time gain in the low to medium double-digit million euro range. The German group said

in a statement it would reinvest the proceeds of the sale into its "Creating the New" strategy.

>> www.channelnews.com

MARKET ENTRIES & RELOCATIONS

German Solar Power Company Conergy Relocates Headquarters to South Florida

Conergy, one of the world's largest downstream solar companies, has relocated its U.S. headquarters to Miami from Denver, according to a release. "Miami is a unique, embracing melting pot, making it a perfect home for Conergy," said Conergy CEO Andrew de Pass in a statement. "Miami is also a convenient geographic hub to support Conergy's growing presence in both the U.S. and emerging markets in Latin America."

>> www.bizjournals.com

ADVERTISEMENT

U.S. Anwälte für die deutsche Wirtschaft

Corporate Governance
Trademark & Visa
Produkthaftung | Firmengründung
Employment | Contracts



ROSKE SCHUMANN & BURGHART 

www.rsbnyc.com

Santa Cruz MTBs To Be Made in Germany

Owner Pon Bike Group is increasing the availability and shortens lead-times in Europe of its U.S. Santa Cruz ultra high-end mountain bikes. For that an operational shift in fulfillment will take place in July 2017. According to company CEO Joe Graney the Europe-destined Santa Cruz MTBs will be assembled in Cloppenburg, Germany; supervised by Santa Cruz, in a similar 'one-mechanic-one-bike' production process as used in their U.S. facility.

>> www.bike-eu.com

ADVERTISEMENT

Rödl & Partner



Achieve together

Rödl & Partner USA has specifically tailored our **accounting, auditing, tax and business consulting services** to the unique needs of your foreign owned business in the United States of America. For the past 40 years our core practice has been serving the accounting and tax needs of primarily German speaking and other foreign owned "Mittelstand" companies operating in the U.S.

Atlanta, GA
Birmingham, AL
Charlotte, NC
Chicago, IL
Greenville, SC
Houston, TX
New York, NY

www.roedl.com/us

German Supermarket Lidl Making Debut in U.S., Pursuing N.J. Locations

Cumberland County could be saying willkommen to a new supermarket chain that originated in Germany and is breaking into the United States. Lidl established an American corporate headquarters in Virginia June 2015 in an effort to to the U.S. East Coast. The company was taking submissions for potential properties from as north as New Jersey all the way down to Georgia. According to Cumberland County officials, the supermarket chain is looking to open locations in Upper Deerfield, Millville and Vineland.

>> www.nj.com

INVESTMENTS & EXPANSIONS

Foreign Companies Provide One in Three N.C. Manufacturing Jobs

About three out of 10 manufacturing jobs in North Carolina are supported directly or indirectly by foreign companies, according to a report timed for release. The Organization for International Investment, a nonprofit business group based in Washington, released its report to coincide with the SelectUSA Investment Summit that works to bring more global investment into the country.

>> www.journalnow.com

Infiana Expanding Capabilities in U.S., Germany

German films manufacturer Infiana Group has said it is strengthening its global strategy by investing about 20 million euros (\$22.5 million) in its specialty films solutions business. At its Malvern, P.A., site, the company is investing in printing and coating technology, while in Forchheim, Germany, it has recently acquired a new thermal coating facility. Both projects are scheduled for the first half of 2017, the company said.

>> www.plasticnews.com

High-End German Drone Manufacturer microdrones Expands to U.S.

German drone manufacturer microdrones has recently set up shop for the first time in the U.S., a move that is one of many signs that the U.S. commercial market for UAVs is on the brink of exponential growth. microdrones established its U.S. headquarters at Griffiss International Airport in Rome, New York, on the campus of Mohawk Valley Community College.

>> www.insideunmannedsystems.com

German Toymaker in Charlotte Starts Marketing, Hiring Push

Playtime in Charlotte will soon be kicked up another notch. Schleich USA Inc., the Americas headquarters for the German toy company, has started a hiring push as it works to get its collections of hand-painted figurines and playhouses into more tiny hands in North and South America.

>> www.bizjournals.com

German Automation Firm PA Solutions to Build Second Greenville, S.C. Facility

German automation controls firm PA Solutions announced plans to construct a second facility not far from the company's U.S. headquarters at 300 Executive Center Road. The development will be located at 1045 Keys Drive in Greenville and represents \$65,000 in capital investment and 40 jobs. PA Solutions primarily serves the chemical, pharmaceutical and automotive markets – among others – and operates 59 locations across Europe, North America and Asia, according to its website.

>> www.upstatebusinessjournal.com

Canyon Bicycles Officially Announces U.S. Expansion

For many Americans, Canyon Bicycles has been the proverbial forbidden fruit. For years, the German brand has offered pro-quality road, mountain, and cyclocross bikes ridden and raced by Katusha, Movistar, and others, at unbeatable prices – but not on U.S. soil. The company announced that the German direct-sales bicycle behemoth will finally enter the United States market, effective spring 2017. Some finer details are still being worked out, but at least now you can mark your calendars, and start saving your pennies.

>> www.cyclingtips.com

Visit us on the web at

>> www.transatlantic-news.com

Follow the Ticker on Twitter

>> [www.twitter.com/ta_news](https://twitter.com/ta_news)



Why the Fed Really Worries about the Global Economy and the Dollar

After eking out a single-rate hike in 2015, the Federal Reserve has once again been much more cautious in the first half of this year than initially thought. In addition to the usual concerns about the dual mandate, i.e. full employment and 2% inflation, the Fed began to put a lot of emphasis on a third factor: global and financial developments. That is a significant shift from the past, when the US central bank had almost exclusively been focusing on domestic indicators. But why is the Fed suddenly much more worried about the global economy and the strong USD than ever before?

The first area that comes to mind when talking about the impact of a weaker global economy and a stronger currency is exports. And the export-to-GDP ratio has indeed increased over time. It is now about twice as high as in the early 80s. That said, the US is of course still much less dependent on exports than virtually all other major countries in the world. Most notably, Germany's export-to-GDP ratio, at around 45%, is more than three times higher than the respective figure for the US. In addition, part of the increased export share reflects the international division of labor in an increasingly globalized world. In line with that, the contribution of net exports, i.e. exports less imports, to GDP growth has remained very subdued, averaging a mere 0.2pp per annum over the past ten years. And even without incorporating the offsetting effect of imports, the growth contribution of exports has not increased over the past few decades, despite the higher exports-to-GDP ratio. What may be even more telling is that the share of export-related jobs has trended



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

>> harm.bandholz@unicredit.eu

>> www.unicreditgroup.eu



sideways since the early 90s, fluctuating between 7% and 8½%.

With no upward in the growth contribution of exports or the importance of the export sector for the labor market, the question remains, why the Fed is more worried about external developments. The answer may lie – yet again – in the stock market. According to S&P, the percentage of S&P 500 sales, i.e. sales made by companies in the S&P 500 index, from foreign countries was no less than 48% in 2014, up from 42% in 2003! With every second dollar earned coming from abroad, the relevance of global economic trends and the currency (a stronger greenback reduces the earnings reported in USD) has increased massively in recent years from already elevated levels. In other words: It's all about the stock market, stupid! ■

On the Occasion of the 500th Anniversary of the German Beer Purity Law of 1516:

The Radeberger Gruppe USA Positions Itself as the Global Ambassador for Deutsches Bier



German beer is one of Germany's many gifts to world and it's something Radeberger Gruppe USA (RGUSA) is proud of – and loves to talk about! 2016 is a year of celebration. It marks the 500th anniversary of the German Beer Purity Law, the 'Reinheitsgebot' that to this day states what German beer is and is not.

The Reinheitsgebot decreed that beer could only be brewed with four ingredients: malt, water, hops and yeast. The law is just as relevant today as when it was passed, serving as the cultural anchor and assuring that beer is brewed with the utmost craftsmanship.

The brewmasters who brew the diverse array of beers in Radeberger Gruppe USA's portfolio view this as a challenge, not a limitation. And for the past 500 years, the law has been fueling their creativity. In the words of one of them: "The Reinheitsgebot is our master recipe, it's what we build on."

Seizing the opportunity of the 500th anniversary celebration of the Reinheitsgebot, the Radeberger Gruppe USA is showing U.S. consumers why German beer, especially Radeberger brands represent the gold standard for brewing culture.



"As Germany's largest brewing group, we see ourselves as ambassadors of German beer culture with our diverse and definitive array of beer styles,"

**– Armin Buehler,
Senior Brand Manager
for Radeberger Gruppe USA.**



Armin Buehler leads all marketing initiatives in the US.

"Our mission is to celebrate our tradition, but with the clear motivation to look ahead to the future to revive German beer and seize the opportunities in the U.S. and globally," says Armin Buehler, Senior Brand Manager for Radeberger Gruppe USA.

Import beer brands are up in the US market. In 2015, according to the Beverage Information & Insight Group, imported beer brands were up by 11.7% in the U.S. This is in part because U.S. consumers are always searching for quality, says Radeberger Gruppe USA President and CEO Hans-Joachim Schliebs – a quality German beer provides consistently.

"On the one hand, U.S. consumers are willing to experiment, but on the other hand they are looking for continuity. Imports can benefit from this development in securing constant quality combined with authenticity and continuity in presenting the brand," says President Hans-Joachim Schliebs.

German Beer Culture

The Radeberger Gruppe represents a business model unique to the German beer market with 14 brewery locations, which are managed centrally but operated in accordance with regional attitudes and the requirements of local consumers. The Radeberger Gruppe brews over 40 different brands of beer according to traditional recipes – from national premium brands, national specialties, and regional premium brands to various traditional, regional brands.

No other brewery group in the German beer market offers such a product range. German beer therefore requires a clear commitment on the part of the Radeberger Gruppe to provide the best possible products and services. It requires a firm promise to cultivate variety in the beer market, to preserve it wherever possible, and to invest



Radeberger Pilsner Brewmaster Udo Schiedermaier at Treadwell Park in New York as part of his official brewmaster tour across the U.S.

brands and develop these further. The diverse portfolio is part of what makes the Radeberger Gruppe portfolio appeal to the U.S. consumers who value choice.

"As Germany's largest brewing group, we see ourselves as ambassadors of German beer culture with our diverse and definitive array of beer styles," says Armin Buehler. "Our Deutsches Bier campaign salutes the milestone of the Reinheitsgebot's 500th anniversary and marks a new era of German beer embracing the future with innovative, forward-thinking brews."



Radeberger Gruppe has the on a fide right to boldly claim the title of German beer Ambassador as it has continually pioneered and succeeded in areas where brewing groups never thought to venture.

Radeberger Gruppe Brands

All of Radeberger Gruppe USA's beer brands are brewed according to the Reinheitsgebot. In fact, RGUSA brewmasters see the Reinheitsgebot as a commitment to German brewing culture and as a creative challenge to take these four ingredients and create a new brew.

Radeberger Pilsner – The Culture of Taste

Industry trends work in RGUSA's favor when it comes to signature flagship brand Radeberger Pilsner with discerning U.S. consumers seeking palatable beers with distinct taste characteristics of a true German Pilsner.

"Radeberger Pilsner has the balanced flavor of an easy-to-drink lager but with a distinctive hop character.

It's just a great seasonable German Pilsner with a long history," says Hans-Joachim Schliebs.

Every drop of Germany's finest Pilsner has been brewed in the town of Radeberg since 1872. It was in this town that the first German brewery committed to brewing only Pilsner-style beer, and to this day it remains the gold standard to which all other brews are compared.



Clausthaler – Tasteful Life

The company's forward thinking vision paid off again with the idea for Clausthaler: the first non-alcoholic beer with real taste. Clausthaler first made its mark in the factory canteens and cafeterias of the German labor force who found they could enjoy a nice, cold beer in the middle of the workday without the worry of drinking alcohol. The brand was an instant success.

Ever since its beginnings as a bold innovation, the pioneer has been the award-winning spearhead of the non-alcoholic beer world. Today, Radeberger Gruppe USA continues its trailblazing path with the introduction of yet another breakthrough: Clausthaler Dry-Hopped, the world's first non-alcoholic craft beer brewed with Cascade hops. A new brew for a new generation leading an active and healthy lifestyle, looking for refreshment without losing focus and taste without compromise.

"With the extension of Dry Hopped, we are opening up the product to new consumers and capitalizing on the global trend of refreshing artisanal drinks like iced teas and crafted lemonades," says Armin Buehler.



BraufactuM – The German Way of Craft

The launch of craft beers has breathed new life into the stagnant U.S. beer market. In the U.S. alone, they have been recording double-digit growth figures for the last five years and are now a profitable growth driver; what's more, the segment has also been growing in importance in other countries – in Germany, in particular, the market has increased by leaps and bounds since 2010.

RGUSA recognized this and set out to create a unique selection of beers under the BraufactuM label, at once groundbreaking and decidedly German. Spearheaded by brewmaster Dr. Marc Rauschman and his team, the worlds of craft beer and German beer were united. A craft beer typically contains all sorts of ingredients, yet to

create the broad taste palette for the BraufactuM beers, the team stayed true to the Reinheitsgebot and ended up refining craft beer.



Schöffelhofer Grapefruit – The World's First Hefeweizen Grapefruit Beer

The company has revolutionized the beer world again and again. Its brand Schöffelhofer Grapefruit is no exception, opening the floodgates for a whole new beer category. It is the world's first hefeweizen grapefruit beer. Often imitated, never duplicated.

"Schöffelhofer Grapefruit is definitely the shining star in our U.S. portfolio," says RGUSA President Hans-Joachim Schliebs. "It has been growing in double digits over a long period and found its place in the fast growing fruit flavored category. The taste profile is attracting consumers, especially women, and it's a great refreshing beer not only for the summer season."

As many as one in five U.S. beer drinkers drank flavored beer in 2015 year according to the Beverage Information & Insight Group. The thirst for flavored beer is good news for Schöffelhofer Grapefruit, which is beginning to dominate the category.

"With Schöffelhofer Grapefruit we are always looking to be on the cutting edge of new distribution channels," says Armin Buehler. Building strategic retail partnerships and utilizing consumer apps with millions of mobile subscribers has helped to maximize brand exposure and drive purchasing behavior. Creative in-store displays and digital media also contribute to the brand's success.



The distribution success of Schöffelhofer Grapefruit is helping to propel the entire brand portfolio of the Radeberger Gruppe in the U.S.

Pioneering Taste since 1516

While celebrating the 500th anniversary of the Reinheitsgebot, RGUSA launched the

Deutsches Bier campaign. It pays homage to the history of its brands, reflects on brand development since entering the U.S. market in 1999 and on the future of the brewery group on its way to becoming a dominant brewer in the competitive import sector.

U.S. consumers were introduced to the history of the Radeberger Pilsner brand through "The Brewmaster Anniversary" Limited Edition labels. Supported by customized point-of-sale displays, reproduction of labels originally from the 1880s, from 1907 and 1917, marking exciting milestones in Radeberger Pilsner's



history, adorned the bottles, all the while surprising and delighting consumers lucky enough to get their hands on the limited edition bottles.

On all matters related to German beer culture, including the Reinheitsgebot, Germany's rich beer traditions and lore, RGUSA launched Deutsches Beer to familiarize U.S. fans with the concept of German Beer Day, celebrated on April 23rd, as well as colorful profiles of the brewmasters of Radeberger Gruppe who are committed to maintaining the regional beer styles that together express and affirm the country's vibrant beer culture.

The Deutsches Bier campaign is about connecting consumers closer to Radeberger brands, especially Radeberger Pilsner, by bringing a



Sascha Brand (left), RGUSA VP of Sales, tapping a ceremonial Radeberger Zwickel keg with Marshall Thompson, co-founder of the Braven Brewery Bushwick at Radegast in Brooklyn for the celebration of the 500th anniversary of the Reinheitsgebot.

piece brewery stateside in the form of charismatic Brewmaster Udo Schiedermaier in April this year. The tour began on the West Coast in San Francisco and Seattle, then went on to the East Coast to Philadelphia, New Jersey and New York.

Cities chosen for official brewmaster events represent key focus markets for Radeberger, but the tour was also about introducing new consumers outside of those areas to Radeberger brands. According to RGUSA President Schliebs, this is achieved in a variety of ways. "To activate new accounts in those markets you need something meaningful, a brand with authenticity, a distinctive taste profile, the right supporting tools and not to forget a dedicated sales team."

As part of the Reinheitsgebot anniversary celebration events, for the first time, 100 of the most loyal Radeberger Pilsner accounts in the U.S. were gifted ceremonial kegs of the limited

release of Radeberger Pilsner Unfiltered Zwickel. While it is the same brew as Radeberger Pilsner, it is a younger, unfiltered brewmaster version that is rarely available outside of the brewery in Radeberg, Germany.

To the Future and Beyond...

RGUSA is continually looking to grow and innovate the beer market in the U.S. and globally by introducing specialty brews to a larger audience.

"As the ambassador of German beer culture, Radeberger Gruppe can offer a portfolio of regional German beer brands that satisfy the desire of U.S. consumers for enjoyable, easy to drink beers with distinctive taste profiles," says RGUSA President Hans-Joachim Schliebs.

The celebration of the 500th anniversary of the Reinheitsgebot lasts until the end of the year but Radeberger Gruppe plans to celebrate many more brand milestones in the years to come. As strong growth in the import category continues to exceed expectations, German beer will claim more of the U.S. market with Radeberger Gruppe USA leading the way.

Here's to the next 500 years - Prost! ■



More information:

To find out more about the brands of the Radeberger Gruppe in the U.S., please visit:

- >> www.deutschesbier.com or
- >> www.radeberger-gruppe.com



We have only one goal. The goal of our clients.

This is modern investment banking.

Today everyone talks about how banks need to change. But we have been redefining investment banking for over a decade. We closed our dedicated proprietary trading desks many years ago and have since focused solely on serving our clients and helping them to manage their risk. We understood that funding companies and institutions is necessary for economic stability, and that committing our own capital is as important as providing expert access to capital markets. We are proud of our business model built on long-term relationships by genuinely understanding and responding to client need.

www.cbcm.commerzbank.com

Subject to local regulatory requirements, as applicable.

COMMERZBANK
The bank at your side



Success in the U.S.:

German-American Business Forum 2016

By Jasmin Welter, GACC

The German economy has always been export driven, and German companies from startups to hidden champions in the Mittelstand to global enterprises are successful in many markets around the world.

Yet, how exactly do German businesses excel abroad, and especially in a market as competitive as the U.S.? In order to support German companies in their expansion to the U.S., the GACCs established the German American Business Forum together with the IHK network in Germany in 2013.

The third German-American Business Forum (or DAWT for Deutsch-Amerikanischer Wirtschaftstag) took place under the impressive skyline of the city of Frankfurt am Main, in cooperation with the IHK Frankfurt am Main. Close to 300 attendees took advantage of an expansive offering of workshops, networking opportunities, and presentations of best practices.

The objective of the day was to connect new entrepreneurs and executives with those that have successfully mastered market entry.

Especially SMEs face bigger hurdles when expanding into foreign countries - they have the products, technological expertise, but often lack the personal and financial resources as well as in-depth market expertise. The DAWT offered workshops and discussions to tackle those challenges and form a platform to share knowledge. The event also introduced German companies to the German American Chambers in the U.S., which act as their partner along the entire way of setting up and expanding business in the USA.

Focusing on 10 key industries and trends, the DAWT was a day packed with information.

Martin Richenhagen, Chairman of the German American Chambers of Commerce of the U.S., emphasized the crucial role the GACC network plays when it comes to supporting German companies in their market entry efforts. Professor Dr. Mathias Müller, President of the IHK Frankfurt, confirmed this and pointed out the traditionally close and successful cooperation between the AHKs abroad and the IHKs in Germany. Working together toward the common goal of successfully establishing German SMEs in the U.S. is especially relevant during a time in which the American market has re-emerged to become Germany's premier export destination.



Exhibition & Networking Area



German-American Business Forum

After the introduction by Martin Richenhagen and IHK Frankfurt am Main, the workshops opened. Energy, Fintech, mobility and medical technology are only a few key topics that were discussed. The workshops specifically highlighted the plethora of new opportunities for business models and services that are created through today's increasingly networked environment.

In the afternoon, the DAWT featured practical workshops focusing on finance, sales strategies and legal requirements. The sales strategy workshop, for example, discussed how customer relationships are different in the U.S., the challenges of covering the huge territory of the U.S., and how to motivate sales people. The workshop closed with recommendations from the speakers, including the importance of patience and a long-term strategy as well as investing in your sales people and partners.

In the closing presentation, our speaker Professor Detlef Zühlke, Director of the Innovative Fabrikssysteme, Deutsches Forschungszentrum für Künstliche Intelligenz GmbH in Kaiserslautern, Germany, focused on opportunities for the U.S. and Germany to cooperate on the topic of Industry 4.0. He elaborated on the implications of the increasing digitization and connectivity for companies and our lives. ■

For event impressions

>> See #DAWT on Twitter to review the event

The objective of the day was to connect new entrepreneurs and executives with those that have successfully mastered market entry.



Opening Panel: German-American Business Relations



Workshop: Startups & Innovation



The Board of the German American Chambers of Commerce with the President of the IHK Frankfurt

Smart Cities Conference:

New York City's Questions of Sustainability are Global Issues

By Matthew Allen, GACC

On April 22nd, 2016, Mayor Bill de Blasio released “One New York”: The Plan for a Strong and Just City. This continuation of the PlaNYC program enacted by former Mayor Michael Bloomberg includes significant goals toward sustainability, reduction of pollution, and improved infrastructure. Most notably, the city expects greenhouse gas emissions to be 80% lower by 2050 than in 2005.

At the German American Smart Cities conference held on June 28th, John Lee, Deputy Director for Buildings & Energy at the NYC Mayor’s Office of Sustainability explained that the disruptive technologies needed to reach those goals have not yet been discovered. In fact, due to the especially harsh winter of 2014 – 2015, emissions actually increased last year. The necessary first steps are being made in understanding the problems through data collection and analysis, but much work still lies ahead.

German companies, including the seven who presented at the conference, intend to be part of the solution.

The German American Chamber of Commerce, Inc. (GACC) hosts a

wide range of events supporting cooperation between German and American companies. Among the most impactful industries are energy and sustainability. The Smart Cities event belongs to a project of the German government known as “energy solutions” Made in Germany. The German Federal Ministry for Economic Affairs and Energy designed the program to export the knowledge, skills and abilities of their most influential small to medium sized companies into new markets, where they can do the most good.

The visiting German specialists ranged in expertise from lighting and heat to waste and energy management. Beyond the conference, which welcomed over 100 local professionals, the company representatives spent the remainder of the week in targeted meetings with potential partners, who could transfer their solutions into the New York market.

The questions of sustainability that face New York City are global issues, which German and American companies are prepared to face head-on. This will be an ongoing discussion, which the GACC will continue to support through further programs in this series. ■





50 YEARS 1 MISSION

CUSTOMER SATISFACTION

Providing excellent global logistics services:

- 250+ Network Locations in 120 Countries
- Air & Ocean Freight
- Import & Export
- Logistics
- Door to Door
- HazMat
- Perishable
- Time Sensitive



U.S. Market for Electric Cars with Good Medium-Term Prospects

Article by Christian Janetzke, Germany Trade and Invest · Translation from German by Sandy Jones, GACC

After an increase of some 23% in the previous year, sales of electric cars (electric cars and plug-in hybrids) were declining slightly by 7.8% in 2015. The market share in sales of new cars was at approximately 0.7%.

The most significant obstacle regarding the sale of electric cars are the extremely favorable gas prices providing incentives to invest in SUV and minivans with lots of horsepower. According to the U.S. Energy Information Administration, with \$2.13 per gallon on average in 2016, the price level is said to be under the average price of 2015 (\$2.43 per gallon). In combination with the relatively short range of the vehicles and the inadequate

number of public charging stations in many regions, currently numerous arguments argue against purchasing an electric car.

Signs Regarding Sales Are to Turn Around As Early As 2016

Market experts are still optimistic in view of the market perspectives. In the first quarter of 2016, with a sales plus of some 20% compared to the same timeframe of the previous year, a reversal of the economic trend was noticeable. Strong stimuli came from the growing sales of the electric cars "Model S" as well as "Model X" by Tesla. According to expectations of the market researcher Navigant Research, sales of plug-in hybrids are likely to increase by 16% per year on average between 2014 and 2024.

A number of factors refer to brightening prospects. According to analysts of IHS Automotive, especially federal regulations promise hope. In California, automakers must comply with increasingly strict requirements regarding the number of sold zero-emission vehicles (ZEV). Between the model years 2018 and 2025, for example, OEMs have to increase their share of zero-emission vehicles and light trucks - or alternatively a mix with plug-in hybrids - in the overall sales step by step from 4.5% to 15.4%. In addition, nine other states in the northeast of the U.S. have implemented the California ZEV regulations (amongst others, New York and New Jersey).





About the Author

Christian Janetzke

Director, Germany Trade and Invest
101 Montgomery Street, Suite 2050
San Francisco, CA 94104
T 212-584-9717

>> christian.janetzke@gtai.de

>> www.gtai.de

"New Generation" of Electric Cars to Bring Market Momentum

The range of models is growing, while the vehicles are mostly only offered in California as well as in other states that have ZEV regulations in place and/or attractive incentives. In March 2016, according to the information portal HybridCars.com, 25 models were on the market (previous month: 21).

A new generation of electric cars with significantly more range and moderate prices is likely to bring momentum to the market, says Genevieve Cullen, President of the Electric Drive Transportation Association. The ranges of General Motors' (GM) "Chevy Bolt" as well as Tesla's "Model 3" are said to be at approx. 200 miles when the battery is fully charged (1 mile = 1.6 km). GM plans to begin production at the end of 2016, Tesla plans to start about one year later according to the current status.

Decline in sales in 2015 after years of strong growth / New models to bring market momentum

The "Chevy Bolt" will likely be sold by dealerships for \$30,000 after taking into account state and federal buying incentives. Tesla's latest model is also said to hit the market in this price segment. According to Cullen, these two vehicles will appeal to consumers who have until now not contemplated buying an electric car due to the high costs associated with it.

Number of Providers is Growing

New players also push into the market. According to the Wall Street Journal, Apple plans to launch an electric car by 2019. The tech giant has not yet made public corresponding plans. The California startup Faraday Future plans to invest approx. \$1 billion into its first car factory in North Las Vegas (Nevada). Here, starting in 2018, luxury electric cars are to roll off the production line.

Ford would like to find a stronger position in the market segment and said at the end of 2015 that it would invest some \$4.5 billion into the development of the technology by 2020 and develop 13 new models with electric and hybrid drives.

German OEMs introduced various models onto the market in 2014. In 2015, according to data provided by HybridCars.com, they increased their market share on the U.S. market by 11% to approx. 27%.

BMW's 100% electric compact car "i3" with some 11,000 units sold was the bestseller among the German brands.

Falling Battery Prices Deliver Impulses

Numerous manufacturers are still in the red when it comes to sales of electric cars and thus only offer them in limited quantities. A positive development is noticeable in the development of battery prices. Recently, these have been falling faster than analysts predicted it some years ago, says Cullen. According to Bloomberg New Energy Finance, costs for lithium ion batteries decreased by 65% to \$350 per kWh between 2010 and 2015. By 2030, according to the same source, they are likely to fall significantly below \$120 per kWh. At the end of 2015, GM announced that battery costs for the "Chevy Bolt" are around \$145 per kWh.

Battery manufacturers but also automotive suppliers (Bosch, amongst others) and OEMs are driving the development into the direction of evermore cost-effective batteries. Starting in 2017, Tesla plans to produce lithium ion batteries close to Reno (Nevada) for the main plant in Fremont (California). With the new plant, costs for batteries are to be reduced by some 30%, according to Tesla.

Tesla is rapidly increasing its network of rapid-charging stations. Nissan and BMW plan to jointly install public rapid-charging stations in 120 locations in 19 states.

In Some Regions, the End of the "Range Dilemma" is in Sight

For numerous potential consumers, the insufficient network of charging stations is a central argument against purchasing an electric car, according to the market researcher Navigant Research. According to information provided by the U.S. Department of Energy, 13,300 public charging stations are installed nationwide, the majority in the metropolitan areas on the East and West Coast. From the relatively small base, there is an upward trend, also thanks to the initiatives of automobile manufacturers. Tesla is rapidly increasing its network of rapid-charging stations. Nissan and

BMW plan to jointly install public rapid-charging stations in 120 locations in 19 states.

Also utility companies in California are trying to find a solution to the obstacle to growth - "without a network there is no demand, and without demand there is no network." In 2015, Southern California Edison (SCE) and San Diego Gas & Electric (SDG&E) received the approval for pilot projects regarding the installation of a combined total of 5,000 charging stations in the state. The utility company Pacific Gas & Electric plans 7,500 new charging stations, however, still has to wait to be given the green light by the authorities. ■

ADVERTISEMENT

Your Go-To
Real Estate
Advisor

THOMAS SZOEKE of THE VIGON TEAM at CITI HABITATS

- ☑ Specializing in Residential Leasing & Sales Throughout NYC
- ☑ Licensed Real Estate Broker in Europe
Serving the international community for almost 10 years
- ☑ Fluent in English, German & Hungarian



Thomas Szoeké

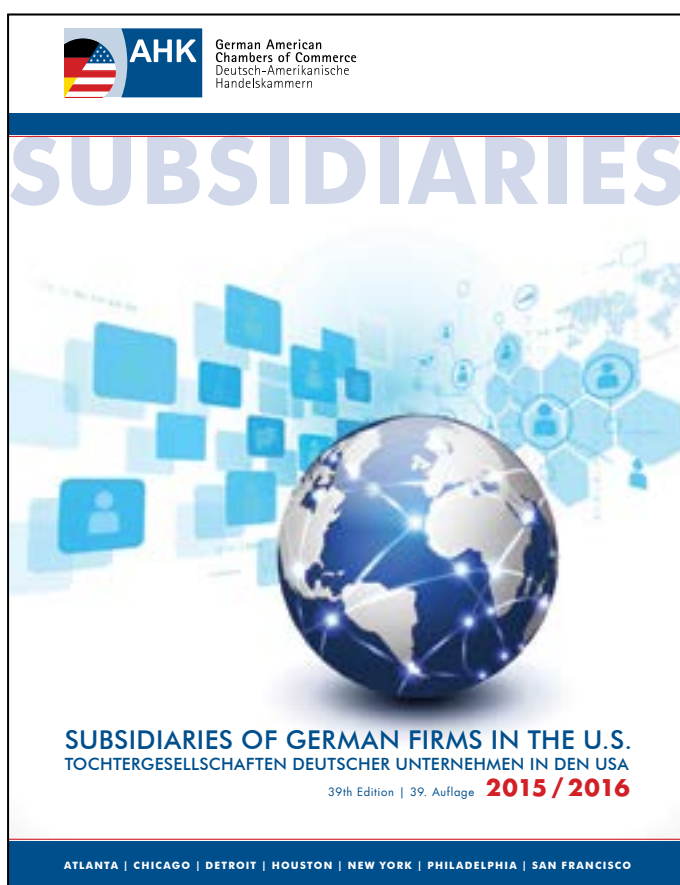
LICENSED REAL ESTATE SALESPERSON

O: 646.484.7895 | M: 917.923.8575 | tszoeké@citihabitats.com



[www.germancompanies.us]

Online Directory of
German Subsidiaries in the US



www.germancompanies.us

12 Months Access

\$399

12 months access to on-line database and interactive map + Subsidiaries Book

3 Months Access

\$149

3 months access to online database and interactive map

Extensive search and filter options and an interactive map of all German companies in the U.S.!

THE WHO-IS-WHO IN GERMAN AMERICAN BUSINESS RELATIONS



» IT'S THE
**REINHEITSGEBOT THAT FUELS
 OUR CREATIVITY.**«

*The Brewmasters of the **Radeberger Gruppe***





The way to the heart of Germany is through the palate: there's nothing more German than German Beer and German Beer is good by law. The Reinheitsgebot from 1516 decrees that only malt, hops, water, and yeast may be used for brewing. That's all our brewmasters need. For the past 500 years, the boundaries set by the law have challenged them to be innovative and inspired them to be creative. Today, the country with the strictest brewing law boasts the greatest regional beer variety in the world. For every drop is brewed by a select few who live for what they do.

www.DeutschesBier.com



DEUTSCHES BIER

PIONEERING TASTE SINCE 1516

WASHINGTON
★ UPDATE ★

NEWS FROM INSIDE THE BELTWAY

Interview with Thomas Zielke

*Conducted by Daniel Andrich***Daniel Andrich (DA):**

Thomas, you came to Washington in 2009 – the year of the crisis. How do you assess the development of the U.S. economy in the last seven and a half years?

Thomas Zielke (TZ): The USA was in a very difficult situation, determined by a lack of understanding of what the reasons for the crisis were, and why ordinary people had to pay for it by facing devaluation of their private home and stocks, their 401k, or even by losing their job. The STIMULUS package gave a clear message by supporting companies in trouble that were willing to cooperate, and promoting new trust in the economy which could be rebuilt in a

midterm perspective. However, the support programs and the (necessary) extension of social benefits, such as unemployment insurance, which was extended several times, came at a price. They contributed significantly to the record budget deficit. Both unemployment and the budget deficit were reduced step by step. Unemployment came down from a peak of 10% to under 6%. But the growth rate was and still is a sine curve, and below the expectation level of many Americans. In the meantime, people have reduced their private debt, and the housing market and consumer confidence have improved over time. There are still risks and unsolved problems in the banking and finance sector, but economically the US is

altogether in a much better shape than 7 years ago.

DA: What political challenges have affected RGIT's work the most during this time?

TZ: The USA has become Germany's trading partner no. 1, and a major location for German investment. American companies remain exceptionally strong investors in Germany, and the trade relations function very well, to the benefit of both economies. However, there were problems such as new Buy American rules. Another field was uncertainties founded in the Alien Tort Statute, that relates to cases located far away from the U.S. and



Outgoing President and CEO of German Industry and Trade Dr. Thomas Zielke (l) and Daniel Andrich, President and CEO of German Industry and Trade



REPRESENTATIVE of German Industry + Trade

still remains a potential threat we had to deal with politically. The Transatlantic Trade and Investment Partnership (TTIP) kept us busy, because as the liaison office of the major German business associations BDI and DIHK, our task was to explain our position to US authorities and to renew our pro-TTIP commitment. We have been involved repeatedly when trade sanctions or immigration policy could have a negative effect on foreign investors. We still have to wait for a reliable and sound regulation on data privacy when it comes to transatlantic data exchange, since the successor of the Safe Harbor agreement – the Privacy Shield – may not yet be adopted by all authorities.

DA: Talking about TTIP, in the current presidential campaign many companies are worried about an increasing anti-trade atmosphere in the U.S. What can the RGIT do to promote free trade between Europe and the U.S.?

TZ: The Representative and everyone involved at the German American Chambers should point out how many jobs depend on a healthy international trade relationship, which only can be kept or even improved in the international environment by constantly explaining this to Congress, state governments, and the U.S. administration. We should encourage each company

operating in the U.S. to tell their workers, local authorities and state governments what the benefits are and how important open markets are for creating jobs and growth.

DA: To what extent have the transatlantic relations changed over the past years?

TZ: I think they have regained trust and respect. Americans in general, as well as the Administration and Congress are in particular deeply interested in Germany and solutions coming from Germany. There is no such thing as a pivot toward Asia, at least not in that sense that Europe could fall behind. The current situation in Europe though does not make it easier for America to deal with Europe.

DA: While living and working in the U.S., has your perspective on the political situation in Germany and Europe changed?

TZ: Yes. When living in this country you have to learn how large the perspective of American politics is and what it means to be a world-power. There are many more Americans who have experiences abroad than you think. And as an example, I had to understand that for anyone chilling on the beaches of the West Coast or just hiking in the Rockies or admiring the beauty of the southwestern deserts, Europe and its political situation can appear as

Daniel Andrich



President and CEO of German Industry and Trade (RGIT)

>> dandrich@rgit-usa.com
>> www.rgit-usa.com

pretty far away, and we have to accept this.

DA: Finally, I have a question on my own account: From your experience, what would be the key advice for your successor as Representative of German Industry and Trade?

TZ: Stay in touch with companies, talk to Americans as much as possible, leave Washington occasionally to learn more about what's going on in the country.

DA: Thomas, thank you for this interview and all the best for your future endeavors. ■

Dual Apprenticeship Programs as a Competitive Strategy

By Jasmin Welter, GACC

Manufacturing companies in the U.S. face severe challenges in sustaining a competitive workforce. While many skilled workers from the baby boomer generation are getting ready to retire, their positions cannot be filled due to a lack of suitable applicants. Major statistics illustrate this skills drain, stating that 83% of U.S. manufacturers cannot find the skilled workforce they need; a situation that may result in about 3.4 million open positions by 2025 (The Manufacturing Institute (2015) and The Wall Street Journal (2011)).

In the German-American business community the skills gap is a major obstacle when it comes to future investments in the U.S. With the U.S. economy booming, about 75% of German companies have planned to expand their business and increase their workforce in 2016. However,

69% have reported difficulties in finding employees with the adequate skills to execute their growth strategies (source: GABO 2015).

How do manufacturing companies respond to these challenges?

Many companies undertake great efforts to attract skilled applicants. The GACCs offer targeted recruiting services to fill positions and support the companies throughout our network. However, there is a more general mismatch between supply and demand of talent, and companies run the risk of getting caught in a never-ending cycle of trying to entice skilled workers away from competing companies. Businesses end up investing a lot of money without knowing about their recruits' on-the-job skills, their company fit, and their employer loyalty. This dilemma can

be alleviated by a sustainable development of training programs.

Some bigger companies aim to close the skills gap by providing in-house training programs. Although these training programs enable companies to grow their own skilled workforce, they are not a feasible option for small and mid-sized companies that lack the resources to implement such complex training programs on their own. Furthermore, skills acquired

Overview of GACC Midwest's Skills Services:

Program Development and Administration:

Individual consultations, alignment of company training plans and college curricula, progress check-ins, trouble-shooting

Application management:

Promotion of programs at local high schools and career fairs, application management and initial vetting of applicants

Train the Trainer Program:

Qualification of company trainers via workshops, seminars and roundtables

PR and Marketing:

Company promotion videos, PR material, websites and social media

DIHK Examination Management:

Preparation, organization and carrying out of German-style examinations, provision of training material, issuance of certifications



through company-internal trainings are confined to the requirements of a specific company and help little to develop high and comparable standards for the overall manufacturing industry.

SMEs can close the skills gap through German-style apprenticeship programs

Based on the worldwide-recognized standards of German apprenticeships, the GACCs' dual vocational training programs (such as GACC Midwest's ICATT in Illinois) address all of those shortcomings. Companies take care of apprentices' on-the-job training, while local community colleges provide the theoretical background. As a result, apprentices receive high

quality standardized training that meets industry needs, but is not limited to one specific company.

Skills experts of GACC Midwest develop college curricula, company training plans and examinations tailored to industry needs, while companies can focus on their business and on-the-job training. Like in Germany, dual vocational training programs implemented throughout the GACC's network are managed by a cluster approach. Company clusters are formed to ensure that training is not only in line with company specific needs, but meets overall industry-defined standards. This pooling of resources enables companies of all sizes to implement high

quality dual apprenticeship programs.

Productivity curves show that companies' investment in apprenticeship programs pays off in the long-term with employer benefits being by far higher than the associated costs. Ultimately, high quality dual apprenticeship programs might be the most successful HR strategy to build a loyal and readily employable workforce. ■

"For us it's just join and identify the key people that need to be involved. Every company wants to run more efficiently, so you need to find the right candidates to bring the most added value to the company. And by investing in your future employees, that's how you are going to get there."

Patrick Seitz,
President and CEO,
Felsomat USA

For more information see:

>> www.ahk-usa.com/en/skilled-workforce/



PHMG

Mark Williamson, CEO at PHMG, Looks at How Sound is Changing the Face of Marketing.

By this point, the rules of marketing already seem to be well established. Current trends suggest 'content is king', but visuals really seem to hold the crown. Whether it's advertising, direct marketing, social or simply stationery, businesses devote significant portions of budget to ensuring their look is just right.

The importance of visual branding has become an accepted truth but by focusing entirely on visuals organisations are ignoring a powerful marketing tool – sound.

If you think back to some of the

most memorable marketing campaigns in history, sound features heavily in a number of them. From the Doublemint jingle to Rice Krispies' snap, crackle and pop and even Intel's sonic logo, these sounds stick with us and spark instant recall of the associated brand.

The Emotional Power of Sound

That shouldn't come as a surprise, since hearing is one of our most powerful emotional senses, more so than our sight.

But the barrier that has stopped many organizations from integrating

sound into their marketing plan is the perception that it is an unnecessary and expensive luxury.

However, the idea that audio branding is the preserve of large multinational companies is misguided, especially as a large majority of businesses still rely on the telephone as a key business tool. The sounds customers hear over the telephone are crucial in forging opinions of an organization.

And research has revealed this opinion is likely to be a negative one.

A study of 2,234 American consumers, conducted by PHMG, discovered just 32 percent are pleased with companies' phone manner. To make matters worse, 59 percent said they will not do business with a company again if their first call is not handled to their satisfaction.

This underlines the importance of ensuring the way a call is answered. What audio customers hear while on the line needs to be professional and brand congruent. If done right, these elements will reinforce desired brand image and provide customers with reassurance they are dealing with a brand they can trust.

The Role of Audio Branding

As the world's largest audio branding agency, PHMG helps businesses to ensure their phone presence is optimized through the creation of custom voice and music messages,



PHMG/

otherwise known as on-hold marketing.

These messages are played to callers whenever they are put on hold, transferred or call outside of normal business hours.

On-hold marketing works by transforming the previously 'dead' air into an opportunity to communicate highly-targeted marketing messages in an unobtrusive manner.

Unlike most advertising, which falls on deaf ears, on-hold marketing allows businesses to speak directly to an attentive audience – hot leads who have already called to make an inquiry.

This means it is a perfect tool for cross-selling, up-selling or increasing product awareness. When a potential customer calls with a specific inquiry, these messages can be used to divert their attention to other related products or services, providing food for thought when making a buying decision.

Turning Hold Time into a Positive

As a result, businesses can eliminate the traditional perception of hold time as an annoyance.

Nobody likes waiting on the line for long periods of time but the PH Media Group study found more than half (55 percent) of Americans are prepared to wait on hold longer than

one minute and a similar figure (51 percent) feel more valued if they hear custom voice and music messages while on hold.

Even 30 seconds is enough for audio branding to have an effect on the customer. If customers are left listening to repetitive beeps, ringing, silence or poor-quality, generic audio during this time, they will simply switch off and are more likely to form a negative first impression.

However, professional messaging using specially-designed music and voiceover will serve to keep callers engaged and entertained, making them more willing to wait before their query is answered, helping to improve call retention and reduce perceived waiting time.

A Subtle Marketing Tool

Despite its directness in speaking straight to the attended audience, on-hold marketing's impact is largely a subtle one.

Unlike some advertising, which can feel intrusive, it sits in the background and warms up the customer, providing staff with a solid platform to build on when they do answer a call.

Research has found that 20 percent of customers will make a buying decision based on information they have heard on hold so there are clear opportunities to improve sales performance through targeted on-hold messages.

About the Author



Mark Williamson,
CEO at PHMG

>> info@phmg.com

1-800-673-3405

477 Madison Avenue, 6th Floor,
New York, NY, 10022

This can be particularly effective when messaging is regularly changed throughout the year and tailored to support seasonal promotions.

Used correctly, audio branding can have a dual effect of boosting sales while improving customer satisfaction, helping customers to feel valued and understood.

Therefore, it is essential that businesses do not focus only on how they look but also give serious thought to how they sound too. The voice your company speaks with says a lot about you. ■

Understanding the U.S. Innovation Scene

An Introductory Primer

By Joshua S. Cohen

Over the last few years I've worked with executives at a number of German companies and organizations as they implement their digitization initiatives. Here are a few key messages for Germans working in the U.S. who are trying to understand the innovation landscape:

Understanding Startups:

Due to the unprecedented democratization of technology, today's startups can build products and gain access to markets that were previously only the domain of large organizations. Startups have become like the old corporate research labs, and VCs and investors are their supporters. Think of the startup ecosystem in Darwinian terms, where numerous companies are competing via their ideas and technologies, rapidly changing and adapting to punch through the barrier to market dominance.

When working with startups, bear in mind that their goals are to achieve massive scale as quickly as possible. This means: be wary of offering them deals with overly burdensome contracts, heavy service components, or restrictions on reusing code or IP they've developed for you.





Once upon a time, Henry Ford was able to own and control an entire supply chain. We move further from this every year.

Emerge from the Tunnel:

I often see an “aha” moment when I counsel German executives to think beyond their competitors and the usual players in their value chain. Since today’s new tools and technologies are bleeding across traditional industry boundaries, companies need to be hypervigilant, constantly looking outward to see what companies and innovations can impact their business. Once upon a time, Henry Ford was able to own and control an entire supply chain. We move further from this every year.

Increase Contact, Increase Idea Flow.

Studies show that the more contact individuals have with a diverse group, the more innovative they are as a group (see Social Physics by Alex Pentland). It’s said that Steve Jobs designed Apple’s HQ in order to maximize social interactions.

Since much of what will be driving your company’s future is happening outside the walls of your HQ, make sure your organization is institutionally (i.e. driven from the top!) open

About the Author



Joshua Cohen

If you have any particular successes or interesting experiences in bringing innovation to your company, I'd love to hear about them.

>> josh@jscinnovation.com

to interacting with more technology businesses, including startups, even if they seem only peripherally related to your business. Don’t worry too much about your ideas being stolen, worry about someone executing quicker and better than you do!

Think Big – Platforms Conquer:

Uber’s success is more than a

perfectly-timed driver and beneficiary of the sharing economy. Companies like Uber, AirBnB, Facebook, and Google dominate not merely because of the service that’s being offered, but rather because of the nature of the service: they control the platform, i.e. the infrastructure where producers and/or consumers meet and interact. Competing with dominant platforms is so difficult because of network effects: each incremental user adds value to the entire ecosystem. When Steve Jobs introduced the App Store in 2008, he was addressing an earlier mistake wherein Apple’s closed ecosystem held a distant second place to Microsoft’s open MS-DOS platform.

Be True to Yourself:

Bear in mind that no cultural practices are superior to any others. Precisely those aspects of the German approach to business (e.g. being highly data driven) that could be considered “flaws” are precisely the reasons why the German economy has been so strong in certain sectors. Figure out what strengths you have and how you can best leverage them in the digital world. ■

Jedox Moves from Innovative Roots to the World Stage

Boston-based Jedox Inc. – is a Natural Extension of the Company's Robust Growth

When Americans think of Southern Germany, images that may quickly come to mind are the Black Forest or the legendary River Rhine. But for those in the information technology industry, the small region is known as a center of IT innovation; in fact, the world's first international email in 1984 was sent to the staff at the University of Karlsruhe from the U.S.-based Computer Science Network (CSNET). What now is the most mundane of actions was certainly a proof point of what would become the preliminary infrastructure for the migration to the internet.

A little more than an hour's drive from Karlsruhe is Freiburg, where Jedox was founded in 2002. The company continues the area's tradition of IT innovation with one of the

world's fastest growing and most innovative business intelligence (BI) and corporate performance management (CPM) solutions.

Today's businesses strive to improve the quality of and reduce the effort for corporate planning through BI and CPM; but traditional solutions are expensive, slow to set up, and typically require IT specialists and outside consultants. Jedox has taken a different approach that focuses on rapid prototyping and deployment with a solutions suite that streamlines planning, analysis, and reporting quickly, easily, and inexpensively – allowing business users to model

data themselves. Through this innovative technology and approach, the company has expanded quickly, with strong, double-digit growth in recent years, thereby becoming one of the leading players in the BI and CPM space.

In 2014, Jedox established Jedox Inc., its U.S. subsidiary in Boston, Massachusetts. This move was both an extension of the company's growing global footprint and a logical step towards the world's largest market that is ripe for the technology Jedox provides.

The company's global growth was driven initially by its original European customers that operate internationally – for example, Swiss-based, multinational



Jedox simplifies planning, reporting, and analysis – on every device.

Perhaps the most telling indication for Jedox's international success is its inclusion in the 2016 Gartner Magic Quadrant for Strategic CPM solutions.



Unified solution you can use from Excel, Web, Mobile App and in the Cloud.

ABB has rolled out its Jedox solution to 80 countries worldwide. In addition to its size and enterprise focus on innovation and speed-to-market, the U.S. is particularly ready for Jedox due to its high acceptance of software-as-a-service (SaaS) technology and increasing demand for flexible, self-service CPM solutions.

Through its spreadsheet-like user interface and various roll-out options, both in the cloud and on-premises, the unified Jedox Suite provides compelling arguments for CFOs, FP&As, IT professionals, and business users alike. In particular, about 90 percent of U.S. enterprises continue to use Excel as a principal

planning tool. By using Jedox to transform Excel spreadsheets into a multidimensional, in-memory database, users can connect and gather data from all existing systems (e.g. ERP, CRM, data warehouses) within an organization, leveraging their Excel skills to speed up, simplify, and improve their planning processes.

The response to this technology and approach, combined with a strong respect for German engineering and business practice, has resulted in a rapidly growing North American customer base for Jedox Inc. Clients include enterprise-scale customers such as Memphis, Tennessee-based ServiceMaster that

Contact information



Dr. Rolf Gegenmantel
President Jedox Inc.

>> usa@jedox.com
Phone: +1 857 415 4776

Jedox Inc., 50 Milk St, 14th Floor,
Boston, MA 02109, USA

>> www.jedox.com
>> [@JedoxAG](https://twitter.com/JedoxAG)

has deployed more than 1,000 Jedox users across its national network, as well as global health-care leader Genzyme USA.

Perhaps the most telling indication for Jedox's international success is its inclusion in the 2016 Gartner Magic Quadrant for Strategic CPM solutions – it is one of only 16 vendors worldwide to be named in the report. ■

WILLKOMMEN ZUHAUSE



RTL
INTERNATIONAL

Erleben Sie bestes deutsches Fernsehen! Ab sofort in den USA!

Mehr Infos bei rtl-international.de und facebook.de/rtl-international

Jetzt abonnieren bei Charter Communications und Mediacom Communications.
Demnächst auch auf weiteren Plattformen. Noch kein Empfang? Rufen Sie jetzt Ihren Netzbetreiber an!

The Mittelstand:

Germany's Army of Entrepreneurs

Dr. Alessa Witt, expert on mid-size European companies, shares some insights on Mittelstand management strategies – and the opportunities they present for U.S. companies.

By Cate Luzio, HSBC

China's transformation into the world's second-largest economy has come at the expense of many exporting nations, with Germany a notable exception. Europe's economic giant has maintained its share of world trade since 2002, with this success credited in part to the "Mittelstand."

Dr. Alessa Witt, who has a PhD in business strategy and consults on Mittelstand companies, observes: "Lots of very successful Mittelstand firms are world-market leading companies that dominate small niches in B2B markets. Some of them are not publicly well-known, though branding is still very important for them in differentiating from competitors and attracting customers."

Understanding Business Performance

On the surface, the supply profile of Mittelstand firms is a good match with the demand requirements of developing countries. They are concentrated in lucrative business-to-business sectors, providing sophisticated equipment and services for industrial and infrastructure development – investment priorities for Brazil, India, Russia, China and other fast-growing nations.

But there is much more to their success than adeptly catering for gaps in international markets. Mittelstanders have a very specific way of doing business, with a burgeoning body of research devoted to understanding the features that have enabled them to thrive where their counterparts in other countries have not.

As Dr. Witt notes: Mittelstand firms have a core ideology that sets them apart from companies elsewhere, with about 90% of German businesses considering themselves as Mittelstand. This attitude can only be loosely translated to "mid-cap companies", she says, so they are referred to by their German name in global business circles.

"Mittelstand firms focus on company independence, quality products and consensus-oriented relationships with their customers. They favor organic growth and are financially conservative, with high equity," explains Dr. Witt.

Short-Term vs Long-Term Profits

A notable differentiator between German and U.S. mid-size companies is the Mittelstand emphasis on sustainability for future generations.

This long-term orientation is evident in strategy and processes across businesses.

Mittelstand managers place customer loyalty at the center, rather than market dominance and above-average profitability, says Dr. Witt. Mittelstand firms are not under pressure to perform on a quarterly basis, says the German British Forum board member. The U.S. governance model, on the other hand, gives priority to the interests of company shareholders and the overriding objective to increase shareholder value.

HSBCNET

- International e-banking capabilities across multiple markets
- HSBCnet e-banking platform is an accessible gateway to effective corporate financial management on a global scale
- Allowing corporates to manage their payments, receivables, liquidity and the changing value of their assets with one secure, global solution
- Connecting markets and giving corporates the real time information to compete in today's business environment
- HSBCnet and HSBCnet Mobile will see the deployment of new mobile solutions in different markets, such as new mobile payment and collection solutions

“Mittelstand firms focus on company independence, quality products and consensus-oriented relationships with their customers.”

In practice this may create tensions where U.S. and German companies merge or collaborate. US managers are incentivized through schemes based on short-term share price appreciation, which can lead to a short-term focus in decision-making, Mittelstand managers, on the other hand, are more likely to prioritize achieving reasonable profits alongside sustainable growth in company value, instead of short-term profit maximization, says Dr Witt.

Mittelstanders have proved to be relatively recession-proof. When business conditions are tough, they are more likely to reduce workers' hours and pay, instead of retrenching staff as is common elsewhere, so that they can move quickly when the situation improves.

The long-term horizon has also played out in research and development activity, with Mittelstand companies working closely with local universities to advance new technologies and processes. These strategies are made easier by having low levels of debt and being independent of short-term capital market expectations, says Dr Witt.

American opportunities

While there are many differences between the styles of Mittelstand company executives and U.S. mid-size company managers, there are also similarities, emphasizes Dr Witt. Both groups tend to be focused on quality and are detail-oriented. “The U.S. has always been a very important market for German Mittelstand firms and I don't see this changing,” says Dr Witt, highlighting that the U.S. is Germany's top export destination.

While many might try to emulate the Mittelstand – there is talk about a McMittelstand in Scotland and a Brittelstand in the UK – there is “no magic formula”. German companies have been successful at finding their niche and aiming for global dominance in their specialism, says Dr Witt.

However, she adds: in global trade, a business needs to be the best at what it does, and remain flexible and dynamic in order to become world market leaders – regardless of where it has its roots. ■



About the Author



Cate Luzio, EVP & Global Co-Head of International Subsidiary Banking.

Contact Information:

Charles Miller

International Subsidiary Banking
HSBC Bank USA

>> Charles.j.miller@us.hsbc.com

Tel: (513) 310-6559

YOUR GLOBAL AMBITION IS OUR LOCAL BUSINESS.

As your business's supply chain stretches across the globe, allow HSBC's Global Relationship Managers to be the links. Our global presence, made up of over 8,000 local connections in over 60 countries, can streamline both sides of every transaction. We'll finance your entire supply chain, mitigating risks and managing logistics with the kind of expertise that only comes with 150 years of on-the-ground trade and supply chain knowledge. With a seamless process around the globe, your focus can be at home, growing your business even more.

**Search HSBC Global Trade and
become a part of our global network.**
Where ambition connects with opportunity.



Winner of Trade Finance
America's 2016 Company Award
for Best Supply Chain Finance
Bank in North America.

HSBC 

United States persons (including entities) are subject to US taxation on their worldwide income and may be subject to tax and other filing obligations with respect to their US and non-US accounts. US persons and entities should consult a tax advisor for more information. Trade and supply chain transactions may be subject to credit approval. Other restrictions, including specific country regulations may apply. Foreign currency exchange rates may apply to certain trade transactions.

HSBC Bank USA, N.A. Member FDIC. Equal Credit Opportunity Lender.

Copyright 2016. ALL RIGHTS RESERVED.

Nils Christoph Schaede

Manager, Membership
Development & Engagement
GACC Midwest



From: Kiel, Germany

Interests: Fencing, American Football, International Relations, Networking, Outdoors, Heavy Metal

Past Career: City Marketing Manager, Navy Infantry, German Teacher

Contact: Tel: (312) 494-2169
>> schaede@gaccmidwest.org
>> www.gaccmidwest.org

What do you like about your new job?

I recently started with GACC Midwest and I really appreciate the dynamic team and professional attitude of everyone here in Chicago. I am able to network in the German-American business world and can develop mutually beneficial relationships for the GACC with many exciting and impressive companies. Getting to know the latest in many industries and applying this knowledge to engage and build our membership base here in the Midwest is something I am really looking forward to. Having worked in a membership organization in Germany before, it is going to be great to apply that experience here and evaluate and advance the membership management. In addition, I think Chicago is one of the greatest cities in the world, which makes it exciting to work and live here.

What is your goal?

I look forward to being the first point of contact for existing and new

members alike. Members should feel welcome to contact the Chamber with any questions or needs that they may have, and I will be happy to reach out and visit members at their companies as well. It is my goal to give the chamber a face and reach out to both current and potential members.

Any Upcoming Projects?

It is going to be a pleasure to engage and involve our members in our annual GACC Awards Gala and the Smart Factory Industry Forum. Additionally, it is going to be exciting to work closely with our chapters in Wisconsin, Michigan, Minnesota and Colorado as well as the other Chambers in the USA. Furthermore, I am diving into the details of our many projects such as ICATT, our publications and our services. To know everything about all these different products and services will enable me to serve our members in the best way possible. ■

ADVERTISEMENT

Some banks
take their time.



We will get you
there in no time.

We are committed to finding straightforward solutions to our customers' needs.

Please contact:
UniCredit Bank AG, New York Branch
150 East 42nd Street, New York, NY 10017
Tel. +1 212 672 5599
info.us.uc@unicredit.eu

Life is full of ups and downs.
We're there for both.



Welcome, New Members!

Advantage BMW Midtown
www.advantagebmwhouston.com

AEB Group GmbH
www.aeb.com

Aetna Logistics Group
www.aetnalogisticsgroup.com

AETranslations
www.sitzmantranslations.com

AHP International
www.ahpkg.de

Aki's Bread Haus
www.akisbreadhaus.com

ANKER North America LLC
www.anker-aviation.com

Automation of Things, LLC
www.automationofthings.com

Auxilium Solutions
www.auxiliumsolutions.net

Baker Tilly Virchow Krause, LLP (Atlanta)
bakertilly.com

BigRep GmbH
www.bigrep.com

Bosch Rexroth
www.boschrexroth-us.com

Broaching Technologies, LLC
www.keywaysplinebroaching.com

camLine USA Inc.
www.camline.com

Caravita USA Inc.
www.caravita-patioumbrellas.com

Centroplan USA LLC
www.centroplan.com

Century 3
www.century3inc.com

Charlotte Immigration Law Firm
www.charlottelaw.net

CHG-MERIDIAN USA Corporation
www.chg-meridian.com

Cinkciarz PL SP. Z o.o.
www.cinkciarz.pl

citim AM, Inc.
www.citim-am.com

Comerica Bank
www.comerica.com

CRM Administrators
www.thewowway.com

Day Pitney, LLP
www.daypitney.com

DPM Consulting Services, Inc.
www.dpmcs.com

EDAG Inc.
www.edag.de

EFS Industries USA LLC
www.efs-industries.com

Eissmann Automotive Port Huron, LLC
www.eissmann.com

ELA Container Offshore USA Corp.
www.ela-offshore.com

Elgo Electronic Inc.
www.elgo.de

EngRoTec USA
www.engrotec.com

EPIC Translations
www.epictranslations.com

Erbsloeh Geisenheim Inc.
www.erbsloeh.com

Erik Thomsen LLC
www.erikthomsen.com

esmo USA
www.esmogroup.com/en/

ESTA Extraction USA LP
www.esta-usa.com

Euro Lloyd Travel, LLC
www.eurallloyd.com

FACTON, Inc.
www.facton.com

Factwell, LLC
www.factwellsolutions.com

Fifty Gazelles
www.fiftygazelles.com

First The Trousers Then The Shoes Inc.
www.firstthetrousers.com

GELITA USA, Inc.
www.gelita.com

German School Brooklyn
www.germanschoolbrooklyn.org

Global Food Properties
www.globalfoodproperties.com

GOM Americas Inc.
www.gom.com

Handelsblatt GmbH, Global Edition
www.handelsblatt.com

HQ plus
www.hqplus.de

Industrie Krane Schuch GmbH
www.schuch24.com

Insight Architects, PC
www.insightarch.com

Interface Performance Materials, Inc.
www.interfacematerials.com

Iris Inc North America
www.iris-na.com

IVV Ihle GmbH & Co.KG
www.ihle.de

Jedox Inc.
www.jedox.com

John Brown
www.jwbrown.com

Keeeb Inc.
www.keebeeb.com

Kegler Brown Hill + Ritter
www.keglerbrown.com

Kelleher & Buckley, LLC
www.kelleherbuckley.com

KM Zuendholz International | Karl Mueller GmbH
www.kmmatch.com

KPMG, LLP
www.kpmg.com

Kurtz North America Inc.
www.kurtznorthamerica.com

Latham, Shuker, Eden & Beaudine
www.lseblaw.com

Linde Engineering North America, Inc.
www.leamericas.com

MAi GmbH & Co. KG
www.mai.de

Mankiewicz Coatings, LLC
www.mankiewicz.com

Martini Group USA Inc.
www.martingroupusa.com

Midtown Search Group, LLC
www.midtownsearch.com/

Minnesota United FC
www.mnunicfc.com

MINODES GmbH
www.minodes.com

Miura America
www.miuraboiler.com

Mostly Chocolate.com
www.mostlychocolate.com

mypostcard.com GmbH
www.mypostcard.com

New London Arms Company
newlondonarms.com/

Neumann Consultancy
www.neumannconsultancy.com

Opentopic, Inc.
www.opentopic.com

Ozark-Dale County Economic Development Corporation
www.odedc.com

PAULANER Brewery & Restaurant DBA PAULANER NYC
www.paulanernyc.com

Pennsylvania Academy of the Fine Arts
www.pafa.org

PH Media Group
www.phmg.com

Reliance Standard Life Insurance
www.reliancestandard.com/home/

RER Energy Group
www.rerenergygroup.com

Rolf W. Meinhold, M.D., P.C.

Rosenbloom Law Group, LLC
www.rosenbloomlawgroup.com

Rudy Beutell

S. DUNKES GmbH Maschinenfabrik
www.dunkes.de

Schwarze-Robitec America, Inc.
www.schwarzerobitec.com

Sequent
www.sequent.biz

Si-ka-tec GmbH
www.sika-tec.de

Sidney Frank Importing Co., Inc.
www.sidneyfrank.com

Siemens Industry, Inc.
www.siemens.com

Sparton Corporation
www.sparton.com

Spontaneous Order GmbH / Stilnest
julian@stilnest.com

Sugarwood Financial Partners LLC
www.sugarwoodfinancial.com

Thermamax, Inc.
www.thermax.com

Thomas Szoeko (Currently with Citi Habitats)

Universal Steel America, Inc.
www.universalsteelamerica.com

Vendome-Partners International
www.vendomecompany.com

Verder Scientific Inc
www.verderscientific.com

Victor Ahdieh - Savvy + Co Real Estate
www.SavvyVictor.com

VisiConsult X-ray Solutions Americas Corp.
www.visiconsult.de

Zürn Harvesting GmbH & Co. KG
www.zuern.de








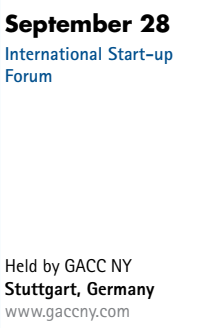

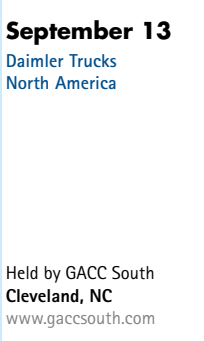
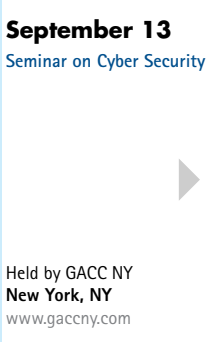




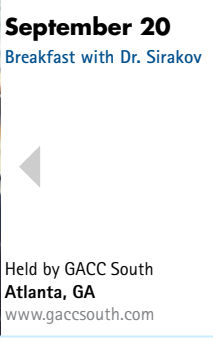
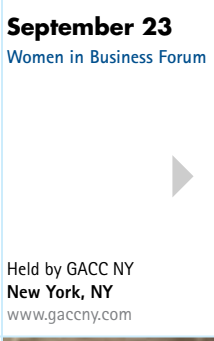

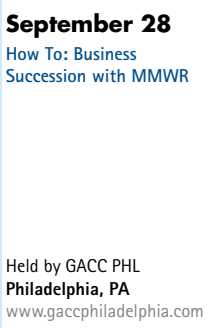
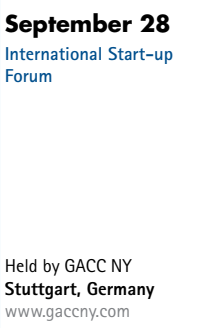

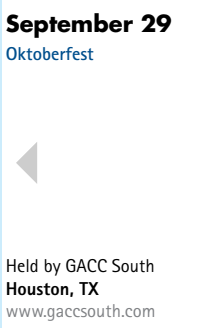



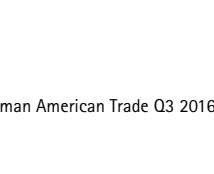
U.S. Steuerberatung LLC

international accounting & tax consulting

www.ussteuerberatung.com

ADVERTISEMENT

<div>Event Calendar</div> <div>July 6 – September 29</div> <div></div>		<div>July 6</div> <div>Luncheon Series</div> <div></div> <div>Held by GACC Midwest Schaumburg, IL www.gaccmidwest.org</div>	<div>July 6</div> <div>German American Business Stammtisch</div> <div>Held by GACC South FL www.gaccsouth.com</div>	<div>July 8</div> <div>20th Annual Biergarten Festival</div> <div>Held by GACC Midwest Morrison, CO www.gaccmidwest.org</div>
<div>July 11</div> <div>Roadshow on Metalworking</div> <div>Held by GACC Midwest IL, OH, PA www.gaccmidwest.org</div>	<div>July 14</div> <div>Summer International Chambers Networking Event</div> <div>Held by GACC PHL Philadelphia, PA www.gaccphiladelphia.com</div>	<div>July 19</div> <div>New Member Reception</div> <div>Held by GACC South Atlanta, GA www.gaccsouth.com</div>	<div>July 20</div> <div>European Business Networking</div> <div>Held by GACC Midwest Chicago, IL www.gaccmidwest.org</div>	<div>July 21</div> <div>German American Business Stammtisch</div> <div>Held by GACC South Chattanooga, TN www.gaccsouth.com</div>
<div>July 26</div> <div>CFO Circle</div> <div>Held by GACC Midwest Rolling Meadows, IL www.gaccmidwest.org</div>	<div>July 28</div> <div>German American Business Stammtisch</div> <div>Held by GACC South Houston, TX www.gaccsouth.com</div>	<div>July 29-31</div> <div>German Fest</div> <div>Held by GACC Midwest Milwaukee, WI www.gaccmidwest.org</div>	<div>August 1-5</div> <div>Study Trip to Germany on Organic Food Production and Trade</div> <div>Held by GACC Midwest Germany www.gaccmidwest.org</div>	<div>August 9</div> <div>Off the Clock with Dekra</div> <div>Held by GACC South Atlanta, GA www.gaccsouth.com</div>
<div>August 10</div> <div>YPN Networking Event at the Tenement Museum</div> <div>Held by GACC NY New York, NY www.gaccny.com</div>	<div>August 13</div> <div>Off the Clock @ Hendrick Luxury Cars</div> <div>Held by GACC South Charlotte, NC www.gaccsouth.com</div>	<div>August 16</div> <div>2nd Annual Biergarten</div> <div>Held by GACC PHL Philadelphia, PA www.gaccphiladelphia.com</div>	<div>August 17</div> <div>Minnesota United FC</div> <div>Held by GACC Midwest, MN Chapter www.gaccmidwest.org</div>	

August 17 Roundtable with Ralf Otto 	August 18 German American Business Stammtisch 	August 20 German Bierfest 	August 25 German American Business Stammtisch 		September 7 Luncheon Series 
Held by GACC NY New York, NY www.gaccny.com	Held by GACC South Chattanooga, TN www.gaccsouth.com	Held by GACC South Atlanta, GA www.gaccsouth.com	Held by GACC South Houston, TX www.gaccsouth.com	Held by GACC Midwest Schaumburg, IL www.gaccmidwest.org	Held by GACC Midwest Schaumburg, IL www.gaccmidwest.org
September 7 German American Business Stammtisch 	September 11 Unternehmerreise Industrie 4.0 nach Chicago, IL 	September 13 German Night Reception @ IMTS, Industrial Automation and MDA 	September 13 Daimler Trucks North America 	Held by GACC South Tampa, FL www.gaccsouth.com	Held by GACC Midwest Chicago, IL www.gaccmidwest.org
Held by GACC South Tampa, FL www.gaccsouth.com	Held by GACC Midwest Chicago, IL www.gaccmidwest.org	Held by GACC Midwest Chicago, IL www.gaccmidwest.org	Held by GACC South Cleveland, NC www.gaccsouth.com	Held by GACC NY New York, NY www.gaccny.com	Held by GACC NY New York, NY www.gaccny.com
September 13 Seminar on Cyber Security 	September 14 Off the Clock @ Kuehne + Nagel 	September 15 German American Business Stammtisch 	September 19 AHK-Geschäftsreise Energieeffizienz in Gebäuden – Fokus Gesundheitseinrichtungen 	Held by GACC South Atlanta, GA www.gaccsouth.com	Held by GACC South Atlanta, GA www.gaccsouth.com
Held by GACC South Atlanta, GA www.gaccsouth.com	Held by GACC Midwest Chicago, IL www.gaccmidwest.org	Held by GACC South Chattanooga, TN www.gaccsouth.com	Held by GACC Midwest Chicago, IL www.gaccmidwest.org	Held by GACC NY New York, NY www.gaccny.com	Held by GACC NY New York, NY www.gaccny.com
September 20 Breakfast with Dr. Sirakov 	September 21 STEP NYC Pitch Night 	September 22 YPN: International Internships Information Session 	September 23 Women in Business Forum 	Held by GACC South Atlanta, GA www.gaccsouth.com	Held by GACC NY New York, NY www.gaccny.com
Held by GACC South Atlanta, GA www.gaccsouth.com	Held by GACC NY New York, NY www.gaccny.com	Held by GACC PHL Philadelphia, PA www.gaccphiladelphia.com	Held by GACC NY New York, NY www.gaccny.com	Held by GACC NY New York, NY www.gaccny.com	Held by GACC NY New York, NY www.gaccny.com
September 28 How To: Business Succession with MMWR 	September 28 International Start-up Forum 	September 29 EACC Fall Networking Event Boat Cruise 	September 29 Oktoberfest 	Held by GACC PHL Philadelphia, PA www.gaccphiladelphia.com	Held by GACC NY Stuttgart, Germany www.gaccny.com
Held by GACC PHL Philadelphia, PA www.gaccphiladelphia.com	Held by GACC NY Stuttgart, Germany www.gaccny.com	Held by GACC NY New York, NY www.gaccny.com	Held by GACC South Houston, TX www.gaccsouth.com	Held by GACC NY New York, NY www.gaccny.com	Held by GACC NY New York, NY www.gaccny.com

German American TRADE QUARTERLY

THE MAGAZINE OF THE GERMAN AMERICAN CHAMBERS OF COMMERCE

Atlanta

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

Chicago

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

Detroit

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

Houston

German American Chamber of Commerce of the Southern United States, Inc.
Houston Office
1900 West Loop South, Suite 1550
Houston, TX 77027
T 832-384-1200 F 713-715-6599
info@gacctexas.com
www.gacctexas.com

New York

German American Chamber of Commerce, Inc.
80 Pine Street, 24th Floor
New York, NY 10005
T 212-974-8830 F 212-974-8867
info@gaccny.com
www.gaccny.com

Philadelphia

German American Chamber of Commerce, Inc.
200 South Broad Street, Suite 910
Philadelphia, PA 19102
T 215-501-7102 F 215-968-0973
info@gaccphiladelphia.com
www.gaccphiladelphia.com

San Francisco

German American Chamber of Commerce, Inc. Office for the Western United States
101 Montgomery Street
Suite 2050
San Francisco, CA 94104
T 415-248-1240 F 415-627-9169
info@gaccwest.com
www.gaccwest.com

Washington, DC

Representative of German Industry and Trade
1130 Connecticut Ave NW, Suite 1200
Washington, DC 20036
T 202-659-4777 F 202-659-4779
info@rgit-usa.com
www.rgit-usa.com

German American Trade is published quarterly (January, April, July and October) by the German American Chamber of Commerce Inc., 80 Pine Street, 24th Floor, New York, NY 10005.

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

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

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

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

Single copy: US\$ 7.50 (Euro 8)

U.S. postmaster send address changes to: German American Trade, 80 Pine Street, 24th Floor, New York, NY 10005.

Office of publication: New York

Publication date of this issue: 3rd Quarter 2016

© Copyright 2016 German American Trade

Design and Production

Thinkersdesign

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

GAT Editorial Team

Jan Vater GACC NY
Editor & Advertisement Coordinator
T 212-974-8855 F 212-974-8867
jvater@gaccny.com

Stefanie Jehlitschka GACC South
pr@gaccsouth.com

Sandra Jones GACC NY
sjones@gaccny.com

Julia Prestel GACC West
jprestel@gaccwest.com

Lydia Sarson GACC NY
Philadelphia Branch
lsarson@gaccphiladelphia.com

Jasmin Welter GACC Midwest
welter@gaccmidwest.org



Volkswagen Group of America with its five brands Audi, Bentley, Bugatti, Lamborghini and Volkswagen is a strong partner of the German American Chamber of Commerce.

Volkswagen Group is continuing its commitment to the U.S. market with an additional \$7 Billion investment in North America over the next five years.

Building on the success of its manufacturing facility in Chattanooga, TN – where a recent study shows that VW Chattanooga activities have created 12,400 full-time jobs at VW, suppliers and in the regional economy, and are responsible for \$643.1 million in annual income – the Volkswagen Group will expand its powertrain and vehicle assembly capacities in the NAFTA region.

VOLKSWAGEN

GROUP OF AMERICA



VW CREDIT, INC.

volkswagengroupamerica.com

Hard deadlines. Rough day. Smooth finish.

Air travel
engineered
around you



Make your time with us all yours. Because we engineer your travel experience to be exactly what you need it to be – from the last checked email to your first taste of relaxation. Lufthansa wants you to sit back and enjoy your trip even before you arrive at your destination.



Lufthansa