

GERMAN AMERICAN TRADE

JULY/AUG 2013

**Transatlantic Business Conference
and MERLIN Awards Gala 2013**

**Welcome to the C-Suite: Interview with
Pat Murphy, President of Linde North America**



Deutsch-Amerikanischer
Wirtschaftstag



July/Aug 2013 • Vol. 24 • No. 4 • \$5.00



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For the German-American Economy, 2013 is an Exciting Year!

Euphoric voices are already predicting the "United States of the West" or even an "Economic NATO" any time the transatlantic free trade area is mentioned. And even though Hanseatic business people are always a bit cautious when it comes to such predictions, we are nonetheless happy that the United States is focusing again on doing business with Europe. It is an important and appropriate step that the U.S. is now giving its consent to advance negotiations with the European Union in 2013 which could result in a free trade area of the two biggest economic regions in the world.

The success of the 2013 German American Business Forum here in Hamburg cements the strong ties between our two countries. This conference – an initiative of the German American Chambers of Commerce, the Representative of German Industry and Trade (RGIT) in Washington, DC, Germany Trade and Invest (GTAI) and the Hamburg Chamber of Commerce – was a perfect fit for Hamburg.



*Fritz Horst Melsheimer, President
Hamburg Chamber of Commerce*

The U.S. is among Hamburg's top 5 foreign trade partners. In 2012, goods valued at more than EUR 6.2 billion were exchanged, more than 850 Hamburg businesses maintain strong business relations with partners in the U.S., and some 120 U.S. companies have subsidiaries here on the Elbe and Alster.

Sincerely yours,
Fritz Horst Melsheimer, President
Hamburg Chamber of Commerce



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

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GACC New York Welcomes New CEO Dietmar Rieg as of July 1, 2013

Dietmar Rieg will be instated as the new CEO of the GACC New York on July 1, 2013. Mr. Rieg, an economist, holding a degree from the University of Tuebingen and an MBA from the Stern School of Business at NYU, is well acquainted with business in the United States. From 1993 to 2005, he represented Bayern LB in various positions in New York City. He returned to New York from Germany in 2008 to take the position of CEO of Bayern LB's subsidiary office. His latest move into the leadership of the GACC New York is a new and welcomed challenge, for which Mr. Rieg will use his executive experience and wide-reaching international network to meet the new demands. As he grows into his new position, the Chamber's experienced Board of Directors under the direction of the Chairman, Caroll H. Neubauer, Chairman & CEO of B. Braun Medical, Inc., will support him.

>> www.gaccny.com

Amazon Taps Germany for Cloud and Machine Learning Engineers

Amazon has announced the launch of a new development center for cloud technologies in Germany, with locations in both Berlin and Dresden. According to a statement from the company, the 70-plus engineers that Amazon wants to hire will work on technologies for supporting various hypervisors, management tools and operating systems. This is effectively a major expansion of the development team Amazon has already had in Germany since buying Berlin-based Peritor last year ñ a purchase that led to the release of the OpsWorks devops toolkit this February.

>> www.gigaom.com

Volkswagen Invests \$10 M in National Mall Restoration

The Trust for the National Mall, the official non-profit partner of the National Park Service for restoring and improving the National Mall, announced a gift of \$10 million from Volkswagen of America, Inc. The donation, which will be granted over a five-year period, is designed to sustain and advance efforts to preserve and protect America's most visited national park. "There are few places that can educate and inspire people like the National Mall," said Jonathan Browning, President and CEO, Volkswagen Group of America. "But America's most visited national park is also a treasure that's in dire need of help if we want to preserve it for future generations."

>> www.vw.com

German Energy Act Agency Dedicates First U.S. Solar Project

A Tennessee solar company and the German Energy Agency (DENA) celebrated their first U.S. solar project, a 50 kilowatt photovoltaic solar array at Heritage Center in west Oak Ridge, Tenn. The public-private partnership involves DENA and Vis Sollis LLC of Franklin, Tenn. Installation work started last year in December and the solar panels installed will produce an estimated 40 percent more energy than a traditional ground-mounted system or about 91.00 kilowatt-hours a year, as a press release stated. Since 2004, DENA has participated in more than 40 solar projects around the world and brought together international interest in German solar technology.

>> www.oakridgetoday.com

Siemens to Provide Wind Power for U.S. Nuclear Weapons Plant

German engineering firm Siemens has won a contract from the U.S. federal government to build a wind power facility for America's last remaining nuclear weapons plant. The National Nuclear Security Administration (NNSA) has awarded Siemens Government Technology a 20-year contract for the construction and operation of a 11.5 MW wind farm for the Pantex plant, situated near Amarillo in Texas. The new facility is set to be the largest wind farm ever commissioned by the U.S. federal government. It will generate electricity to cover the energy needs of 3,500 households and will save \$2.9 million in annual costs.

>> www.designbuildsource.com

Germany and U.S. to Sign Agreement to Combat Tax Evasion

On May 31, Germany and the USA are to sign an agreement to combat tax evasion. The German government sees the agreement as an important step toward putting in place a global model for the automatic sharing of tax-relevant information. The agreement is linked to the U.S. "Foreign Account Tax Compliance Act" (FATCA).

>> www.germany.info

Bernhard Mattes New President of AmCham Germany

On June 7, 2013, the members of the American Chamber of Commerce in Germany, AmCham, elected Bernhard Mattes, Chairman of Ford of Germany, new President of AmCham Germany. The election took place in line with the 110th annual meeting of the Chamber. Mattes succeeds Fred B. Irwin who had been at the head of the institution since 1991.

>> www.amcham.de

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*Statistics from 2005 - 2010



Discovering Sylt – Germany's Luxury Island Unknown to Americans

Just as America's wealthiest summer vacationers have chilled their overworked bodies and psyches for decades in sunny coastal havens like Martha's Vineyard, the Hamptons, Palm Beach and Santa Catalina, Germany has a sunny summer playground of its own. This place is Sylt, the Danish word for herring, an island where European and some American celebrities mingle with artists, socialites, financiers and politicians to live the good life with their well-heeled kindred spirits.

>> www.travelagentcentral.com

German Genes in American Jeans

Iconic American blue jean company, Levi Strauss & Co celebrates its 140th anniversary this year. The company

was founded by German immigrant Levi Strauss in 1873 and his patented blue jeans became one of the most recognizable pieces of clothing on the planet. Strauss was born in Buttenheim, Bavaria, and came to the United States in 1847 when he was 18 years old.

>> www.germany.info

Germany's Angela Merkel Tops Forbes Most Powerful Women List

For the seventh time in 10 years, Forbes says German Chancellor Angela Merkel is the most powerful woman in the world. The magazine has recently published its annual power rankings with some familiar faces and newcomers. Among the group are world leaders who control nations with a combined \$11.8 trillion GDP and corporations valued at \$893 billion collectively.

"We've selected women that go beyond the traditional taxonomy of the power elite (political and economic might), Forbes" Caroline Howard said at Forbes.com.

>> www.globalpost.com

Germany's New Digital Economy Drops Glass-Half-Empty Mentality

U.S. President Barack Obama's address in front of Berlin's historic Brandenburg Gate underscored America's vital transatlantic relationship with Germany. As the Western world's two top-ranking GDPs, Obama noted that "we have to build new ladders in our own societies... even as we pursue new trade and investment that fuels growth across the Atlantic." Young leaders of Germany's digital economy were certainly listening to that message. While Germany is an undisputed automotive and machinery titan, it hasn't produced a single world-market tech company since SAP.

>> www.nprberlin.de

United Automobile Workers Union (UAW) President Wants to Import German Labor Model to U.S.

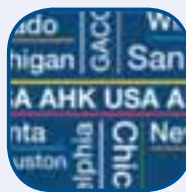
UAW President Bob King, seeking to extend the union's base into auto plants across the South, is offering what he sees as a less adversarial labor-relations model to companies such as Nissan that have resisted the union's past entreaties. In an exclusive interview with Automotive News, King endorsed a German-style labor structure for a range of U.S. factories – not just ones owned by German automakers such as Volkswagen AG but also Detroit 3 plants with existing UAW contracts and nonunion assembly plants in the South.

>> www.autonews.com

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Where is the Inflation?

Major central banks have taken unprecedented steps to address financial stability risks and to support the economic recovery. Not only did they lower their target rates to record-low levels, but they also increased the size of their balance sheet since mid-2008 by a staggering USD 5,000,000,000,000. One important concern related to this ultra-accommodative monetary policy stance has been that the additional liquidity will inevitably lead to higher inflation. So far, however, this concern did not materialize. In fact, inflation rates have even moderated in recent months, even as the economic recovery gained some momentum. The core PCE deflator, the Federal Reserve's preferred inflation gauge, rose a mere 1.1% over the last twelve months. That is the smallest yoy increase in two years! How is that possible?

First of all, a large chunk of the created liquidity is not used. Instead, banks are depositing the money as reserves in their accounts at the Fed. Technically, this is explained by the fact that both the velocity of money and the money multiplier have collapsed. A more intuitive way of

understanding this is the following: If the Fed prints one trillion additional dollars and leaves the money in its basement, this would not have any inflationary impact either. Second, there is still significant resource slack. Global unemployment rates are high and the output gaps are negative. As a result, labor cost pressure remains muted and commodity prices are flat or even falling. Importantly, U.S. import prices for Chinese goods have declined by about 1% over the last twelve months, allowing prices for a vast array of goods to stay low.

All said, there are markets in which the combination of low interest rates and ample liquidity has led to price increases. Those are most prominently the stock, housing and credit markets. In some of these markets, valuations have changed so rapidly that they sparked renewed concerns about asset bubbles. Most Fed officials do not see any serious risk yet. Instead, they emphasize that rising asset prices are an important transmission channel through which easy monetary policy is supposed to support the real economy. The ample liquidity will only start to push broad inflation rates higher,



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once/if the policy stimulus causes economic growth strong enough to narrow the output gap and spark faster credit growth. While there are encouraging signs that the recovery has finally become stronger and more self-sustained, the time to worry about inflation is, in our view, still one to two years away. Moreover, we have faith in the Federal Reserve's pledge that it has the tools and the stamina to mop up the liquidity in time, before it becomes inflationary. ■

Automotive Packaging Firm Lindoerfer + Steiner to make \$400K investment in South Carolina

Spartanburg County's automotive sector has attracted another supplier: Germany-based Lindoerfer + Steiner GmbH announced it will invest \$400,000 to set up its North American production facility in Spartanburg, SC and create 32 new jobs during the next five years.

The company, which produces reusable transportation packaging for automotive suppliers, will take up to 12,000 square feet in an existing building. "We are excited to take this step and set up our new North American operations in Spartanburg County," Pete Steiner, the company's director and owner, said in a statement. "Our location in South Carolina not only provides us with a great business environ-

ment, but gives us close proximity to our customers."

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Transatlantic Economic Relations Stronger Than Ever

2013 German American Business Forum in Hamburg on the Wave of TTIP

By Nicola Michels, GACC

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"American and German businesses want TTIP," declared Carol Neubauer, Chairman and CEO of B. Braun Medical, Inc. at the outset of the 2013 German American Business Forum which took place in Hamburg, Germany in early June. "Given the significant upsides in terms of job creation and economic growth, it is our general consensus that lowering the trade barriers would definitely increase our ability to compete with Asia's up-and-coming market," agreed W. David Braun, Partner at Quarles & Brady LLP and Chairman of the Board of Directors of the German American Chambers of Commerce (AHK USA). The full-day conference, organized by AHK USA in cooperation with the Representative of German Industry and Trade (RGIT) in Washington, DC, Germany Trade and Invest (GTI) and the Hamburg Chamber of Commerce. The event attracted over 250 participants from both sides of the Atlantic. More than 30 industry experts presented their views within the framework of a B2B event, spread over 9 workshops. Speakers from areas such as energy, transportation and logistics, medical technology, industry and manufacturing, IT and new media, shared their insights

into the opportunities as well as risks of the North American market.

The recent drop in energy prices in the U.S., a result of the expansion of shale gas and oil production, also creates ideal investment conditions for German companies with energy-intensive manufacturing. The energy workshop provided additional depth to the opening panel discussion regarding energy supplies in the United States and Germany. Martin Wiekert, Director of Germany Trade and Invest in the DC office, stated in his opening remarks that "even though our approaches differ in many ways, we are facing the same challenge of growing energy demand which needs to be answered here and now but also for the next generation."

The workshop on logistics and transportation highlighted the challenges faced by fourth-largest country in the world after Russia, Canada, and China. Bernhard Kindelbacher, Senior VP at Lufthansa Cargo AG, commented, "Experiences made locally in Germany cannot be applied to the U.S. in a one-to-one fashion. Geography and infrastructure set aside, the U.S.



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maintains a very different set of safety regulations which require a specific strategy when entering the market of this vast country.”

A lively discussion also ensued in the workshop entitled “Medical Devices – Market Entry, Sales & Logistics.” With a market volume of \$109 billion in 2011, the United States is by far the largest market for medical devices in the world. Mark Tomkins, Vice President of the German American Chamber of Commerce of the Midwest (GACC Midwest), quoted industry sources when he said that “this market is expected to grow faster than ever before in the coming years with an expected growth of 4-6% annually.” This jump in growth comes as a result of factors such as demographic development, rising living standards and technical progress. Risks and challenges in this market stem from the stringent regulations and approval process for new products which are implemented and enforced by the FDA. The U.S. market will rely on imports to meet around 30% of this domestic medical device demand. Due to their high levels of innovation and sophistication, there is a strong demand for

German products in the U.S. As this demand continues to grow, so will the opportunities for small and medium-sized firms that are already successful in Germany. However, entry into the U.S. market requires substantial knowledge about existing

cultural differences, market structure, hospital landscape, approval procedures, and product liability.

One important challenge being brought up by U.S. industry leaders time and time again is the need for



Opening panel from left to right: W. David Braun (Partner, Quarles & Brady LLP), Dr. Benno Bunse (Chairman & CEO, GTAI), Dr. Dierk Mueller, General Manager (AmCham Germany), Carol Neubauer (Chairman & CEO, B. Braun Medical, Inc.) and Moderator Dr. Michael Blank, Acting President/Treasurer (German American Chamber of Commerce, Inc.)

“German companies want skilled and highly-qualified personnel comparable to staff in Germany...”

– **Prof. Hans-Peter Mengele,**
CEO Karlsruhe
Chamber of Commerce

a skilled workforce and the difficulty finding it. “German companies want skilled and highly-qualified personnel comparable to staff in Germany, and with a partner like CPCC – the Charlotte Piedmont Community College – this can be accomplished,” says Prof. Hans-Peter Mengele, CEO of the Karlsruhe Chamber of Commerce.

Especially in production, there is a lack of qualified factory workers, engineers, laboratory technicians, and sophisticated machine operators. The United States government is aware of the lack of skilled labor and has shown interest in the German model of “vocational training.” However, until now, German companies have had to set

up their own training programs, in conjunction with local educational institutions, as the United States does not have a unified system implemented nationwide. Frank Rogall, International Training, Tognum AG, said, “Flexibility, quality and innovation are not created by machines but by competent, dedicated and creative employees. We need to embrace the willingness to pursue education and training as a chance to secure skilled labor, and we have to make the transition from learning to working a smoother one. Only those willing to adapt early to changes on the job market, only those thinking ahead will also stay ahead of the competition in the battle for talent.”



The beautiful atmosphere of the Hamburg Chamber of Commerce

2013 Chicago Hamburg Business Forum

by Josiah Highmark and Jasmin Welter, GACC

Building on the successful 2011 Chicago Hamburg Business Forum (CHBF) in Chicago, the Hamburg Chamber of Commerce and GACC Midwest organized a three-day expert program for business and policy experts from both sides of the Atlantic, including a delegation from Chicago, in Hamburg, Germany. The sister cities Chicago and Hamburg, both well known for their innovative technologies in the green building and smart city planning sectors, hosted the 2013 Chicago Hamburg Business Forum focusing on “Green Building and Smart City Planning.” The participants had the unique opportunity to get first-hand insights into the current planning approaches of both cities and into what local experts expect for the future of sustainable and smart city planning.

More than 80 participants attended exciting panel discussions at the very impressive, ecologically-designed Waelderhaus Hotel, an energy-efficient building completely made of timber. Panelists from a diverse background – ranging from architectural and non-profit to corporate and trade promotion – offered an innovative exchange of concepts and ideas in the dynamic green building and smart city planning sectors.

Additionally, a guided visit of the International Building Exhibition (IBA) allowed the participants to explore Hamburg’s showcase of modern building and city planning. At the IBA, the group visited the “Energieberg”, a brownfield used for wind energy generation, the “Energiebunker”, a former flak bunker

that today facilitates the generation of solar energy, and toured a house in the residential areas of the IBA. The 2013 CHBF found a wonderful conclusion during a dinner boat cruise through the harbor, also passing the HafenCity Hamburg, Europe’s largest urban brownfield redevelopment area.

The CHBF gave both the delegation participants and the local attendees a comprehensive impression of smart city planning in Hamburg and the opportunity to connect to potential business partners in an inspiring environment.

Just like in 2011, the transatlantic conference received outstanding feedback from both participants and organizers – who look forward to continuing the close cooperation between Hamburg and

Chicago in 2014 – the year marking the 20th anniversary of the sister city relationship, which continues to generate outstanding synergies between Northern Germany and the American Midwest. ■



Participants visit the “Energieberg”, a brownfield used for wind energy generation.



Handelskammer Hamburg looks back on a 400-year history

An American in Germany

Christina Chadwick, winner of the GACC "Trainee of the Year" Award, won a trip to Berlin (her first time outside of the United States) – here is an account of her impressions of Germany:

During my first trip across the Atlantic Ocean, I was filled with anticipation of what Germany would be like. When I stepped off the plane, it felt as though I was stepping into a new world. For the first time in my life, I was totally immersed in the German language being spoken by very tall and very polite people.

My first attempt at arranging transportation involved showing a cab driver the address to my hotel written on paper. The cab driver seemed eager and also kind and polite, even though he mistook me

for a Canadian. When he found out I was American, the rest of the drive consisted of an animated discussion about Arnold Schwarzenegger.

Arriving at the splendid Steigenberger Hotel which kindly hosted us, my mother and I set out on the streets of Berlin that night, and I was so impressed by its beauty and architecture. It was a beautiful night and I was so happy we could walk the streets in search of a traditional German meal. We didn't have to look far for our choice of beer and wurst. After my meal, my standards for sausage and chocolate rose to new heights!

I was able to figure out the metro system very quickly, despite some challenging street names. My first appointment was with Yorck Sievers at DIHK. I was buzzed into a courtyard surrounded by breathtaking glass buildings and beautiful art. Mr. Sievers was so warm and welcoming, and gave me great insight to the history of Berlin. He also explained the German Dual System of Education in great detail. I learned about the different options that the students have, which is more than I had known so far. It seems that education in Germany is much more structured and focused around future careers than it is in the United States.

After lunch in the cantina, which had considerably better food than any cafeteria that I have ever seen, I met with Heiko Schwarz, from the Foreign Office. It was so considerate

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that this meeting also included two female interns Mirja and Saskia, who I am excited to say have become my Facebook friends. I loved the tour of the Foreign Office, the Crisis Reaction Center, and the official library. They made me feel very important and treated me as though I was a visiting foreign official.

The entire next day, my mother and I navigated the streets of Berlin. We toured the Bundestag, the Pergamon Museum, the Brandenburg Gate, and the memorial museum along the remains of a section of the Berlin Wall. It was truly a remarkable experience to stand where so much history has taken place.

On the third day in Berlin, I visited Georg-Schlesinger-Schule, which is a vocational school. I first met with Susan Mehl, an English expert. She took me to meet her class that was in



Christina looking like a hip Berliner

session. The students were excited to tell me about the pathways they have chosen for their careers. I was surprised that so many of the students could speak English so well that, I made a promise to the students to work on my German. The classrooms in the school were filled with lathes, drill presses, CNC machines, and more for the students to use. I was amazed at the materials that the students have the opportunity to work with on a daily basis. I was wishing that I could sign up for classes. After touring this incredible school, I was invited to sit in during some of the classes. Another teacher, Volke Brehme, sat with me and translated the teacher's instructions. I participated in a pneumatics class, and a class about precision measuring. Now I have a much greater understanding as to why German machines are so precise and well designed.

For the cultural part, Visit Berlin treated us to a fantastic musical performance called "Show me" in the Friedrichstadt Palast. It was the

perfect grand finale to a wonderful experience in an extraordinary city. The next day, I enjoyed a journey on a high-speed train through the German countryside. I noticed that Germany is much more environmentally conscious by creating clean energy. I saw fields of solar panels and wind turbines among the fields of bright yellow flowers. When we arrived in Schrobenhausen, in the state of Bavaria, we were warmly welcomed by our gracious host, Ruth Paulus, from the Bauer Overseas Department. The town of Schrobenhausen was a storybook town of narrow streets and charming cottages. The cobblestone streets were filled with welcoming outdoor restaurants, where I was treated to my first enjoyable experience with white asparagus. It was delicious!

I was affectionately welcomed to the international headquarters of Bauer Corporation. I was overwhelmed by the sheer size and presence of the headquarter office. Alexander Huber, Head of HR, Bauer AG, was kind



*Shaking hands with Yorck Sievers,
Director of AHK Vocational Education
& Training at DIHK*

enough to give tours of the apprentices' work areas. The precision equipment and state of the art designed machinery made me wish I could also be an apprentice there. The shop was spotless and I now have a deep appreciation and understanding of the importance of keeping things in order in a work environment.

I was treated to an unexpected meeting with Professor Thomas Bauer (CEO of Bauer AG and Chairman of the Board). It was an honor and a privilege to meet with him and to have his guidance and encouragement to continue with my career goals.

Throughout my travels in Germany, whether it was in Berlin or a small village, I was always greeted by smiling people and I always felt welcome wherever I went. I left knowing that I was determined to find my way back to this magnificent country. ■

Christina Chadwick



Visit to Georg-Schlesinger-Schule, a vocational school specializing in welding and metallurgy

The World Bank's Procurement Procedures:

Business Opportunities for German Companies

By Christoph Schemionek, RGIT

Headquartered in Washington, the World Bank Group allocates more than US\$ 40 billion in credits to developing and emerging countries annually. Recipient countries are using that money to implement various projects aiming at the reduction of poverty and the support of further socio-economic development. According to the bank these projects generate over 100,000 contracts with the private sector annually.

To familiarize yourself with the procurement procedures of the World Bank, the office of the Representative of German Industry and Trade (RGIT) has published a brochure that describes the project cycle of the Bank, shows sources for pre-project information before the actual bidding process, and explains the fourteen procurement methods the World Bank uses for the purchase of goods, works, and services, as well as for consultancy work.

The procurement rules are currently being revised. Under the current Procurement Policy Review of the Bank, initiated in the spring of 2012, a new or revised system of the procurement process is expected to be used by mid-2014. Until then the rules as described in the brochure will remain valid.

Furthermore, RGIT offers interested companies briefings about the World Bank, individual meetings with project managers of the bank, as well as trade missions to Washington to the World Bank, the Inter-American Development Bank (IDB), the Millennium Challenge Corporation (MCC) and other relevant



About the Author

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More info:

To learn more about the World Bank and RGIT's services visit our website at
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or contact Dr. Christoph Schemionek at:
>> cschemionek@rgit-usa.com

development institutions. Also, RGIT organizes workshops in Germany each year that focus on business opportunities for the private sector in the field of international development.

Last year, German companies provided consultant services, goods, and civil works to World Bank financed projects worth more than US\$ 720 million! Based on these numbers, Germany is the fourth-largest supplier to projects of the Bank. ■



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GACC Midwest Celebrates 50th Anniversary

Transatlantic Business Conference and MERLIN Awards Gala 2013

by Josiah Highmark and Jasmin Welter, GACC

German-American relations have undergone a world of change within the last 50 years. At the time of GACC Midwest's founding in 1963, Germany was divided by a physical wall; today, we operate in a digitalized global village seemingly void of borders. Throughout this period of constant change, GACC Midwest has established itself as a dependable advocate of Germany's business interests with its main offices in bustling Chicago, a soon-to-be-opened branch office in Detroit and four Chapters throughout the American Midwest. With great excitement and optimism for the future of the strong political, cultural, and economic partnership between Germany and the American heartland, GACC Midwest held two signature events on May 3, 2013.

Inaugural Transatlantic Business Conference

At the inaugural Transatlantic Business Conference, forward-thinking leaders opened up thought-provoking discourses on the future of the transatlantic relationship, inviting an audience of over 100 guests to contemplate questions such as:

- What will the next decade bring for transatlantic business?
- How might these changes impact business models and future generations?
- Which challenges will specific industries face in a transatlantic environment?

These prominent speakers enriched the business dialogue through

the conveyance of their own visions for the future of their respective industries:

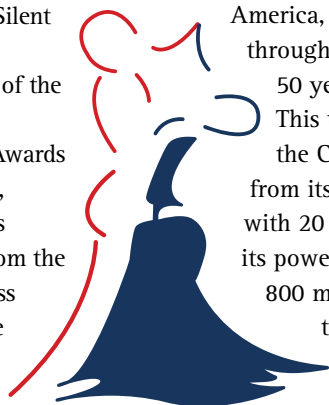
- **State Secretary Anne Ruth Herkes** (Federal Ministry of Economics and Technology, Germany): "Transatlantic Partnership: Opportunities & Challenges"
- **Dr. Martin Wansleben**, CEO of the Association of German Chambers of Industry and Commerce (DIHK) "The Future of Education: Skills for Tomorrow's Competitiveness"
- **Stephen Brick**, Senior Fellow on Energy and Climate, Chicago Council on Global Affairs: "The Future of Energy: Headwinds and Tailwinds"
- **Martin Richenhagen**, Chairman, President & CEO, AGCO Corporation: "The Future of Food and Agriculture: How to Feed a Growing World"
- **Caroll H. Neubauer**, Chairman, President & CEO, B. Braun Medical, Inc.: "The Future of Healthcare"
- **Klaus-Peter Statz**, President & CEO, Deutsche Telekom, Inc. "The Future Reinvented: New Global Technologies and Transatlantic Trade"



To maximize the knowledge exchange, conference moderator Jürgen Reers (Senior Partner, Roland Berger Strategy Consultants, LLC) invited the attendees to discuss their own visions for transatlantic business with the speakers during multiple networking breaks.

2013 MERLIN Awards Gala

Building on the momentum of the Transatlantic Business Conference, over 350 guests from the German-American business community first enjoyed the popular Silent Auction before filling the stunning Grand Ballroom of the Intercontinental Hotel in Chicago for the MERLIN Awards Gala. The elegant evening, which traditionally honors outstanding companies from the German-American business community, celebrated the growth of the German-American business



community over the last 50 years while looking forward to the exciting future of the transatlantic relationship.

Following a welcome by W. David Braun (Chairman of the Board, GACC Midwest, and Partner, Quarles & Brady LLP), GACC Midwest President & CEO Simone Pohl and Master of Ceremonies Uwe Schobert (Board Member, GACC Midwest, and Executive Vice President, Head of

Regional Management/Distribution North America for XL Insurance America, Inc.) led the guests through a festive reflection on 50 years of GACC Midwest. This tour d'hORIZON outlined the Chamber's development from its humble beginnings with 20 member companies to its powerful network of over 800 members today. In a live telephone interview, Peter H. Merlin, founder of GACC



Selected Highlights from 50 Years of GACC Midwest

- | | |
|---|---|
| 1963 Founding by Peter H. Merlin | 2006 First Annual Economic Forum |
| 1963 Official Recognition and Financial Support by the Federation of German Chambers of Commerce, Bonn | 2006 Implementation of the new global consulting brand: DEinternational |
| 1970s/80s High-ranking guests in Chicago: Willy Brandt, Helmut Schmidt, Helmut Kohl | 2007 Joint Offices with GTAI |
| 1993-2000 Chapters Founded in Minnesota, Michigan, Wisconsin, and Colorado | 2009 First Annual German American Business Outlook |
| 1993 300 members | 2011 First Chicago Hamburg Business Forum |
| 1996 First Christkindlmarkt | 2012 dasHAUS North American Tour |
| 2001 First Annual MERLIN Awards Gala | 2013 50 Years of GACC Midwest, 800+ members |
| 2002 First Transatlantic Program | 2013 Creation of Board of Directors of the German American Chambers of Commerce of the USA |
| 2004 First Renewables Export Initiative supported by the Federal Ministry of Economics and Technology | |



Midwest and the gala's namesake, provided an exciting first-hand look into the Chamber's founding.

In the course of the evening, special guests State Secretary Anne Ruth Herkes from the Federal Ministry of Economics and Technology and Dr. Martin Wansleben, CEO of the Association of German Chambers of Industry and Commerce (DIHK), joined in a moderated dialogue on future opportunities in transatlantic relations with W. David Braun.

The festivities continued with a remarkable operetta performance before the highlight of the evening: The Awards Ceremony. Since first held in 2001, the MERLIN Awards

Gala has honored companies that have significantly contributed to the German-American business community. This year's winners were chosen from a record number of applicants and truly represent excellence in their respective fields.

The renowned MERLIN Award is a unique honor for both new and established companies, and is yet another indicator of the positive dynamics in German-American business – an environment that has continuously witnessed growing trade and investment, as outlined in the GACCs' German American Business Outlook and a recent DIHK survey on German Foreign Investment. ■

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Bekum America Corporation for Excellence in Workforce Development for extending its longstanding core value "Grow Your Own" to its manufacturing workforce by implementing a structured Apprenticeship Program based on the German model.



Honored for Outstanding U.S. Investment in Germany, UTC Aerospace Systems, Electric Systems for their continuous investment at their German subsidiary, HS Elektronik Systeme GmbH of Nördlingen.

**MERLIN Award Winners 2001 – 2012:**

2001 Brady Corporation
Exatec, LLC
Holtkoetter International, Inc.
Nordenia U.S.A., Inc.

2002 Jason Incorporated
Jeppesen Sanderson, Inc.

2003 Carl Zeiss IMT Corporation
Leuco Tool Corporation
Medion USA, Inc.
Turck, Inc.

2004 Behr America
Lohan Anderson
Webasto Roof Systems, Inc.

2005 Edscha North America
FTE Automotive Usa, Inc.
Keiper Enterprises, Inc.
Putzmeister America, Inc.

2006 Robert Bosch LLC
Dürr Systems, Inc.
Hella North American, Inc.
Sonderhoff USA Corporation

2007 Bekum America Corporation
Fraunhofer USA, Inc.
Preh, Inc.
Recaro North America, Inc.

2008 Brose North America, Inc.
JOEST, Inc.
Schunk Graphite Technology
T-Systems North America, Inc.

2009 Pilz Automation Safety
Rödl & Partner
Zentis Food Solutions North America LLC

2010 Asmus Arbeitsbühnen und Hebezeuge GmbH & Co. KG
Bosch Software Innovations Corp.
DACHSER Transport of America, Inc.
Melitta SystemService USA Inc.
Wilo USA, LLC

2011 Bosch Software Innovations Corp.
Hegele Logistic, LLC
K+S North America Salt Holdings LLC
Richard Wolf Medical Instruments Corporation

2012 004 Technologies USA, Inc.
Barnes & Thornburg LLP
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German Companies Go Green in the U.S.

'LEED' Certifications Granted to VW and Muller Quaker Dairy

By Ning Wang, GACC

When it comes to building new state-of-the-art facilities for manufacturers in the U.S., the new trend is "Going Green" by following the guidelines of the "Leadership in Energy and Environmental Design (LEED)" certification, as awarded by the DC-based U.S. Green Building Council (USGBC) for corporate buildings.

German firms in the U.S. are leading the pack: from the new 8-acre yogurt plant, a joint venture of PepsiCo and the Theo Müller Group in Batavia, NY to the 1,400-acre plant of German carmaker Volkswagen in Chattanooga, TN, the commitment is to protect the environment by using resources

more efficiently. The idea behind it is to understand how and when energy is used in order to reduce patterns of energy waste. To reach environmental targets, not only firms in the U.S. but also international businesses show a growing interest in the concept. The USGBC currently sees about 40% of their LEED applications coming from outside the United States.¹ Currently more than 60 projects in Germany alone have been LEED-certified by the USGBC.

"Clean cars should come out of clean plants," says Günther Scherelis, General Manager of Communications at the Volkswagen Chattanooga plant, which is the first and only automotive manufacturing plant in the world to receive a Platinum LEED certification.

Jan Spies, head of worldwide factory planning of Volkswagen AG and architect of the Chattanooga plant, says "Building materials were manufactured using only recycled materials, and 45% of said materials were sourced regionally, including local wood content in the building."

The Müller Quaker Dairy that just opened its plant in June aims to locally source the milk for the more than 120,000 cups of yogurt produced per hour, targeting to become the largest LEED-certified dairy manufacturing plant in the world.

Increasing Asset Value

Saving energy can turn the tables when it comes to staying internationally competitive. Turner Construction, which is one of the major players in the commercial building area, globally conducts an annual survey "Green Building Market Barometer" and has since 2005 gained LEED certifications for more than 16 offices in the U.S., totaling 998,000 square feet. In the first five months of 2013, more than 50% of the projects that Turner works on have gone green.

Energy costs can accumulate to as much as 75% of a company's operating costs – take for example data centers of tech giants like Apple or Intel. This means that upfront costs for a nearly free energy source could be equalized in a very short amount of time.²



The existing site of VW serves as blueprint for four new plants that are currently being built in China and that also aim at reducing energy, water, waste and carbon dioxide consumption. Companies such as VW focus their commitment on environmentally-sustainable practices across their operations. For example, rain water is collected to be reused to flush toilets and to cool welding machines. Also, low-flow water fixtures were installed to reduce water usage by 30% at their U.S. plant.

Spending to Save Real Dollars

Volkswagen is making a \$600-million global commitment in researching new technologies and environmental practices that will further reduce Volkswagen's energy consumption by 25 percent by 2018.

The use of LED lighting results in 68% less energy (up to 262,500 kWh) used per year for its site in Tennessee and saves \$2.2 million a year based on the current electricity prices.

VW supplies its own energy in the U.S. Its 66-acre solar park with 33,000 solar panels and a capacity of 9.5 MW supplies more than 12 percent of energy to the company's plant during full production and 100% during

non-production periods. "By reducing 20-30% of waste production as well as energy consumption we are saving some real dollars," said Raimund Wunderlich, head of Volkswagen's worldwide alternative and conventional power generation unit, Volkswagen Kraftwerk GmbH.

LEED

LEED certification is the most widely used third-party verification of green construction standards. As of October 2012, more than 13,000 commercial buildings in the U.S. have been certified under LEED and another 30,000 were pursuing certification.³

LEED has become the leading global standard for measuring building

sustainability since its launch in 2000. The U.S. Green Building Council (USGBC) developed the voluntary certification program. ■

1. Kate Galbraith, "International Interest Grows in Green-Building Certification", *New York Times*, March 7, 2012, <http://www.nytimes.com/2012/03/08/business/global/international-interest-grows-in-green-building-certification.html>
2. Tyler Crowe, "Is Green Energy En Vogue in Corporate America?", *May 23, 2013*, <http://www.fool.com/investing/general/2013/05/26/is-green-energy-en-vogue-in-corporate-america.aspx>
3. Thomas Frank, "Green code under construction", *USA Today*, October 24, 2012, <http://www.usatoday.com/story/news/nation/2012/10/24/leed-update-green-building-revision/1650519/>

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Booming U.S. Housing Market Drives Demand for Construction Machinery

By Christian Janetzke, Germany Trade and Invest

After a substantial increase of 15.6% in the previous year, market experts predict moderate growth in 2013 for sold construction equipment units. The trade magazine "Machinery Outlook" expects an increase of 5.4%. A sharp increase in demand starting the second quarter is said to produce the plus. Cranes and crawlers are especially in demand at the moment, according to the trade magazine's experts.

A company survey conducted by GE Capital also indicates moderate growth. Looking at the results, retail revenue in the construction machinery sector will likely increase by 3.0% in 2013.

According to an analysis by the U.S. Census Bureau, vendors of construction machinery found a favorable market environment at the beginning of the year. The number of incoming orders in the first two months of 2013 increased by 30.2% to \$12.9 billion compared to the same period of the previous year. The delivery total

(domestic sales and exports) increased to \$10 billion in the same time frame (+35.5%). In all other machine segments, the level of dynamic in regards to deliveries and incoming orders was not nearly as high, according to the U.S. Census Bureau.

Market experts expect comprehensive investments of construction equipment rental companies and authorized dealers. This development is mainly driven by the growing trend on the part of construction companies to rent heavy machinery. After years of investment restraint, rental companies are now modernizing their fleets. In 2012, said modernization made up for 52% of all sold construction equipment, with an upward tendency.

According to Frank Manfredi, President of the market researcher Manfredi & Associates, a large-scale exchange cycle is currently taking place. At the moment, construction equipment rental companies are mainly investing in heavy lifting equipment such as telescopic handlers and elevating work platforms, reports Manfredi.

From an industrial sector perspective, demand is mostly driven by the booming housing market. For 2013, the information service provider Reed Construction Data expects building construction investments of some \$641 billion. This would present an increase of approx. 10% compared to the previous year. And this would also mean that housing construction will have above-average growth. Starting from a small base, this sector experienced a turnaround in 2012. According to Reed Construction Data, investments in this industry sector are to increase by some 17.8%. The market researcher for Standard & Poor's expects growth on a similar level (15.7%). For 2014, according to the same source, a growing dynamic accompanied by an increase of approx. 19.5% is to be expected. This can particularly be attributed to the strong rise in construction starts. These increased in 2012 by 28% to approx. 781,000 units. For 2013, expectations of most analyses forecast approx. 1 million construction starts.

Import of construction machinery according to main supplier countries in million \$:

Supplier country	2011	2012	Changes 2011/12	Jan – Feb 2013	Changes Jan – Feb 2013*
Total	13,973.1	17,776.7	27.2	2,318.5	14.7
Japan	3,118.7	4,695.6	50.6	609.2	-7.3
Germany	1,556.3	1,884.1	21.1	277.8	11.5
Canada	1,618.2	1,669.6	3.2	247.4	-15.3
Mexico	1,540.2	1,667.5	8.3	240.4	-19.2

Source: U.S. International Trade Commission

*Compared to the respective time period of the previous year in %



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GTAI INDUSTRY TALK

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

\$104 billion. Also the expansion of the Panama Canal opens up opportunities for manufacturers of construction machinery. Satisfying the requirements of the so-called Panamax II ships, numerous ports in the south and southeast expand their berths and dredge the channels. For example, the ports of Houston, Charleston as well as Miami invest substantially into their infrastructure.

The so-called tier 4 emission standards of the U.S. Environmental Protection Agency (EPA) have significant impact on the market. These standards in their final stage have been in effect since January 1, 2013. The complex requirements differ according to the range of performance of machinery and include special regulations. For various construction equipment segments, these standards have to be complied with starting in 2014. All new machine engines and those not intended for road traffic have to show a much higher emission efficiency than previously regulated by law. With this, starting in 2013 and/or 2014, manufacturers now have to achieve a reduction in particulate matter of 90% compared to the previously applicable tier 3 regulations.

Besides new engine technology, exhaust aftertreatment systems are thus becoming rapidly more important. For example, market observers report about an increase in the installation of state-of-the-art particulate filters for diesel engines.

According to analysts of "Machinery Outlook", machine manufacturers in the U.S. have had technical difficulties with adjusting to the new emission regulations.

Besides increased demand for low-emission and fuel-efficient construction machinery, additional trends can be noticed on the U.S. market. Accompanying the ongoing tendency to rent machinery is the increase in demand for installations of software logs and control systems. Rental companies show great interest in these in order to receive an exact recording of machine running times, among other things. The demand for technology for the optimal asphalt coating via compaction rollers also increases. Satellite-based navigation grows in importance for construction work without pavement marking. Construction equipment used for loading is offered more and more with a scale already built in.

In the first two months of 2013, imported machinery served about one quarter of the U.S. market. German manufacturers are the second most important suppliers. Experts mostly attribute the reduction of demand for machinery from abroad at the beginning of the year to the high comparative level of the previous year. ■

*Translation from German
by Sandy Jones, GACC*

Demand also increases in some infrastructure segments. Thanks to the oil and gas boom, investments in gas-fired power plants and pipelines, among others, also increase substantially. According to "Machinery Outlook", the crane segment recovered with the help of impulses from this sector in 2012. This trend is to continue in 2013. Pipelayers are also in high demand in the industry sector.

The mainstream of market experts sees stimulation for the demand for construction equipment to come from infrastructure construction in the area of transportation. This is mostly the result of an increased planning reliability when it comes to federal funding of expressways and other transportation projects. The U.S. Congress took care of that in June 2012. In the fiscal years 2013 and 2014, the so-called Transportation Bill allows for spending for transportation programs of a total value of approx.

RGIT's 25th Anniversary:

Why the USA Remains a Magnet for German Investment

by Dr. Bettina Wurster, RGIT



RGIT President and CEO Dr. Thomas Zielke welcomes the guests.

A conference featuring high-level participants representing government and industry, followed by an evening reception in DC's elegant Decatur House, marked the 25th Anniversary celebration of the Representative of German Industry and Trade (RGIT) on May 1st. Since 1988, RGIT has been the voice of German industry and trade in the U.S. capital, dedicated to fostering free trade and a welcoming business environment on both sides of the Atlantic.

Leading representatives of RGIT's principals, the Federation of German Industries (BDI) and the German Association of Chambers of Industry and Commerce (DIHK) joined the festivities. The DIHK's CEO, Dr. Martin Wansleben, opened the conference by looking back at 25 years of RGIT's successful representation of German businesses' interests in the U.S. Afterwards, BDI president Ulrich Grillo contemplated the importance of transatlantic relations, especially for German manufacturing firms. State Secretary Anne Ruth Herkes from the Ministry of Economics and Technology stressed the advantages of the potential Transatlantic Trade and Investment Partnership (TTIP) between the EU and the U.S. for German industry.



From left: Bart Gordon, Dr. Markus Kerber, Robert M. Kimmitt, Peter Beyer, Myron Brilliant

During a panel discussion on investment conditions for German manufacturers, business representatives exchanged their views on the core topics: education and energy. Given the dearth of vocational training systems in the U.S. – quite unlike the situation in Germany – VW had to implement their own educational measures to meet global VW production and quality standards, reported Dr. Guenther Scherelis, General Manager Communications at VW



*Former RGIT President
Bob Bergmann (left) at the reception.*

Chattanooga. On the other hand, Caroll Neubauer of B. Braun Medical Inc. and Martin Richenhagen of the agricultural machinery maker AGCO agreed that the low energy prices resulting from shale gas development are a huge locational advantage. Neubauer stated that the energy prices as well as the possibilities presented by the high tech sector would bring jobs back to America. Furthermore, the incentives and practical support foreign investors receive in some regions are an indispensable asset, Scherelis added. Moderator Dr. Adam Posen from the Peterson Institute of International Economics summed the discussion up: "You're here because the market is here."

German Ambassador Dr. Peter Ammon followed up on the education topic and introduced the Skills Initiative policy – an effort to promote regional vocational education and training courses together with U.S. State Governments. The German American Chambers of Commerce as well as RGIT support the initiative through consulting services.

In his introductory remarks from the U.S. Administration's perspective on TTIP, Assistant U.S. Trade Representative for Europe and the Middle East

Dan Mullaney appreciated the German role in the establishment of the Transatlantic Economic Council during the German EU Presidency in 2007 that finally lead to the current initiative. He called on each side to learn from each other and reminded both partners to be creative in their approaches but careful.

A second panel then discussed the future of trade relations between the EU and the U.S. Moderator Robert Kimmit, Chairman of the American Council on Germany, outlined the most obvious hurdles for the TTIP process: agriculture, pharmaceuticals, public procurement, protection of data and intellectual property. Member of the German Bundestag Peter Beyer (CDU) stated a need for transparency and a dynamic exchange of information between the

EU and the U.S. during the TTIP negotiations. He added for consideration that the transatlantic initiative mustn't generate an economic block but should be open to others within a multilateral context. The German and American business representatives, BDI CEO Dr. Markus Kerber and U.S. Chamber Executive Vice President and Head of International Affairs Myron Brilliant, were convinced that an agreement was achievable. The companies now had to turn to their respective Congressmen and ask for support, Brilliant stated.

The celebration ended with an evening reception honoring RGIT's former presidents as well as its partners, the German American Chambers of Commerce, the German Executive Roundtable and the German School in Washington, DC. ■

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Florida: A Global Gateway

By Mark Wolfe, GACC

Home to Disneyworld, SeaWorld, Daytona International Speedway, and 663 miles of some of the best beaches in the U.S., the Sunshine State provides countless activities for those seeking an adventure.

Florida's heritage is based on the establishment of St. Augustine – America's first city. Built by courage, creativity, entrepreneurs, and knowledge alike, it symbolizes discovery that carries on to date since its foundation in 1565.

Today, the state is home to more than 19 million residents that make up one of the nation's most diverse populations. An expansive blend of various cultural, linguistic, and ethnic backgrounds provides Florida a competitive asset in the global economy of the 21st century.

Over 2,500 foreign subsidiaries from 71 countries have operations throughout the state; which is due to the state's advantages and resources, including a vast trade and investment network that consists of 15 international offices and 7 trade offices located around the state.

Florida's Other Climate

Consistently ranked as one of the nation's top states in an assortment of categories critical to business development, Florida provides companies a location with favorable costs, streamlined regulation, global access and a talented workforce needed for economic growth.

In addition to being among the largest states in terms of population, Florida also welcomes 80 million visitors annually – making it one of the top tourism destinations in the world. Beyond Florida's substantial internal market, it also sits at the nexus of transportation links in the Americas. The state's 19 commercial airports, 15 deepwater seaports, nearly 3,000 railway miles ensure continuous movement of people and goods.

Meanwhile, Florida's 12 state universities, six major medical schools, and robust network of technical institutions work closely with the business community to build programs that reflect industry needs. In fact, more than \$1.85 billion in sponsored research was performed by universities across the state to develop cutting-edge technologies.

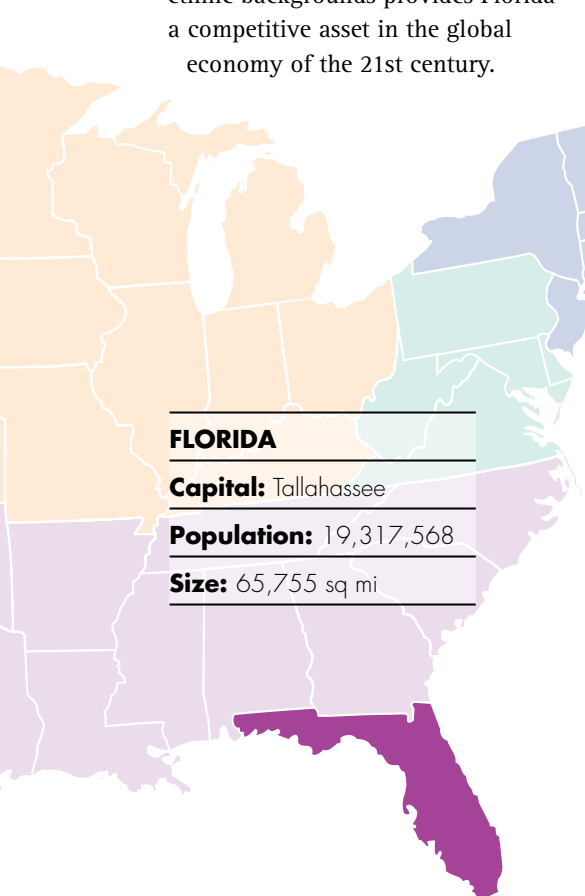
Key Clusters Set Standards

Florida's prominent industry clusters significantly contribute to the state's continued economic success and competitiveness. These include clean-tech; life sciences; information technology; aviation/aerospace; logistics and distribution; defense and homeland security; and financial/professional services.

With nearly 4,000 clean energy businesses, which are responsible for 103,000 jobs, Florida ranks among the nation's top markets for clean technologies. As the nation's largest solar photovoltaic plan in the Sunshine State, Florida proves the phrase is more than just a nickname.

In terms of life sciences, Florida has established itself as the new location for innovation and industry growth over the past decade. Currently the 2nd fastest growing biotech hub in the U.S., Florida boasts acclaimed research and development institutes such as Scripps, Sanford-Burnham, and Max Planck. Approximately 500 medical device companies are responsible for making the state second in Food and Drug Administration (FDA) registered manufacturing facilities for the industry.

Florida's leading transportation hubs, such as the Port of Miami, Port of Jacksonville, Miami International Airport, and Orlando International Airport, continue to invigorate the state's economy while serving as a gateway to Latin America. Employing more than half a million Floridians and accounting for \$130 billion worth of goings flowing through the



state's airports and seaports annually, the logistics sector is expected to experience an unprecedented increase with the expansion of the Panama Canal.

Speaking on the diversity of Florida's key industries, BAUER Foundation Corp. President & CEO and the GACC South Florida Chapter Director remarked, "Over the past couple of decades, Florida has successfully diversified its economy across a wide variety of industry sectors, each contributing greatly to the overall growth of the state. Today, there are over 250 German owned-subsidaries in Florida, and as we approach the one-year anniversary of our GACC South Florida Chapter, I believe German manufacturing companies could become a more powerful economic engine for our state and local economies. Since workforce development and vocational training have become a more prominent issue in our State, we are proud to have taken the lead in implementing the German dual education system in our area. This year, I hope to encourage more German companies throughout Florida to take the lead in their communities as we did to help prepare



Photo Courtesy of PortMiami

youth for careers in manufacturing. It took us four years of hard work, but BAUER Foundation Corp. was recognized nationally last year for our efforts among all German U.S. subsidiaries when our 18 year old High School trainee Christina Chadwick received the 2012 GACC Trainee of the Year award! We are also very proud that our progress in modeling the German dual education system has impressed other local firms to take note and to participate with us. It has

benefited our company and our local community and we hope our success will inspire further growth of the German dual workforce development model throughout Florida."

Germany in Florida

Over 250 German firms are making use of Florida's unique combination of strategic location, high-tech infrastructure, multilingual workforce, and concentration of corporate and financial resources representing an investment of over \$4 billion and more than 20,000 jobs.



Photo Courtesy of VISIT FLORIDA®



Latest figures show German companies had exported nearly \$2 billion worth of goods to Florida while importing \$1.5 billion. Top exports to Germany include: aviation parts, recyclable metals, medical devices, and engines & turbines.

Meanwhile, the combined efforts of the GACC South Florida Chapter in Tampa and the German American Business Chamber of South Florida (GABC) maintain and strengthen the longstanding history between Florida and Germany.

However, the bonds between Germany and Florida are witnessed beyond trade statistics. The German Consulate General in Miami

together with the Honorary Consuls in Orlando and Naples provide services on a wide spectrum of issues affecting nationals while traveling abroad. "Germany is certainly one of the leading countries for innovation in the world. The economic ties between Germany and Florida are strong and vibrant. However, the large number of about 200,000 German-born people residing in the state, with another 2 million claiming ancestry to our nation, demonstrates that the ties to Florida extend far beyond the economic relationship." As German Consul General Eva Countess Kendeffy noted, "Germans feel right at home in Florida's multicultural society." ■

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The WORLD ACADEMY provides intercultural consultancy and qualification worldwide. It offers:

- intercultural in-house training for global companies
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- consulting services for intercultural change management projects in more than 15 countries

The company's headquarter is located in Stuttgart; further representations are in Lichtenstein, Germany. The WORLD ACADEMY is the cooperation partner of the German American Chamber of Commerce New York – Expat and Recruitment Services and supports German and American companies in order to obtain global success.

The Origin of the WORLD ACADEMY

The WORLD ACADEMY is based on the many years of international experience of the Salaw Consulting Group, an international group of consulting companies that has served as a market leader in the industry for over two decades and has been a global player ever since. The Salaw Consulting Group implements many international projects across the world in the area of change management, process optimization and personnel development. Experience shows every time that it is not possible to go forward with only one concept or strategy while adapting to different cultures. The WORLD

ACADEMY has the knowledge and experience to identify the differences and localize strategies and concepts.

To ensure the quality of the theoretical background as well as updated information, WORLD ACADEMY cooperates with international universities in Germany, Austria and Switzerland. The latest study was conducted together with the University of St. Gallen. Differences between German and American training styles were analyzed and core success factors of intercultural training were determined. If you are interested in the results, please contact us to receive an abridged version.



Experience shows that it's not possible to go forward with only one concept or strategy while adapting to different cultures.

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schemes, retention and recruitment etc.

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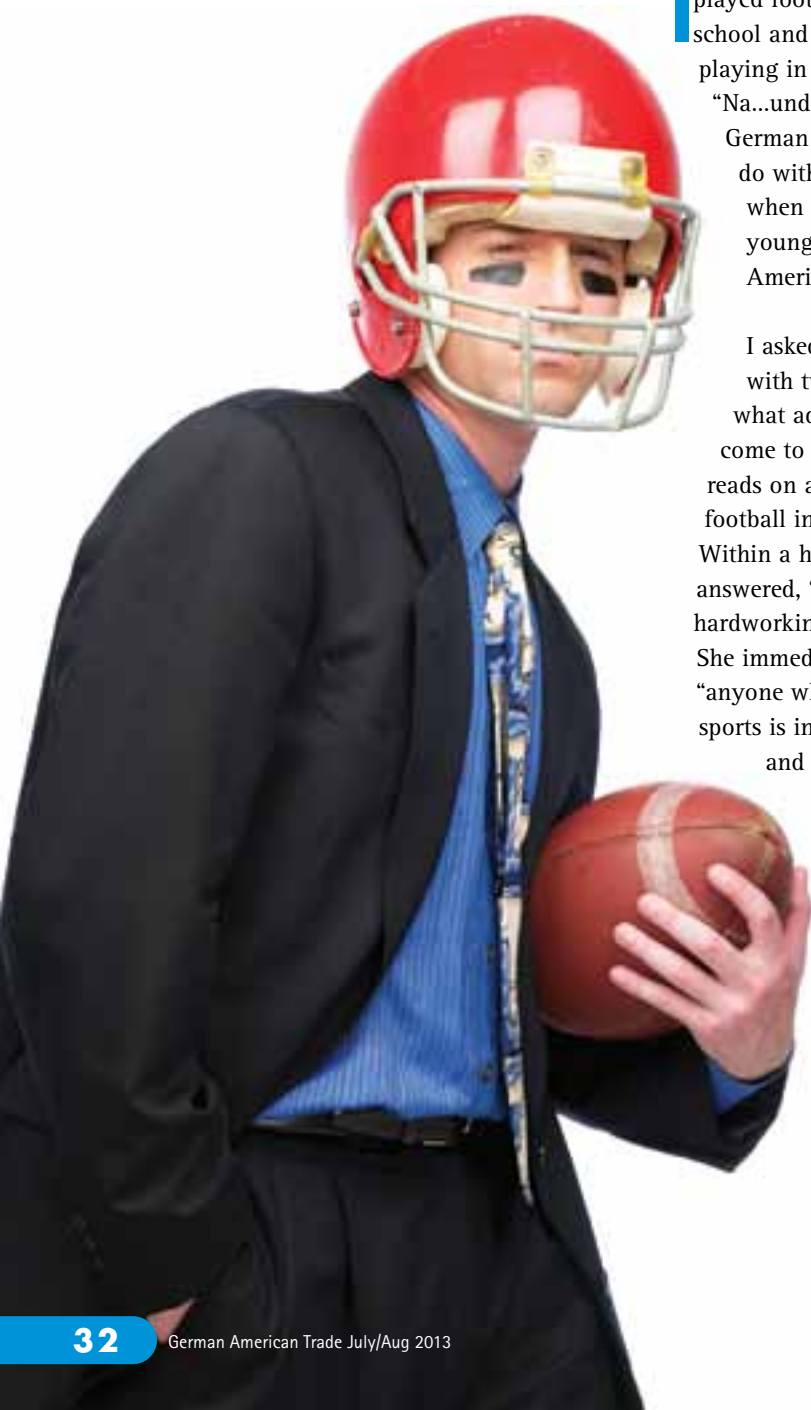
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"So... you played Football in High School?"

By Karen A. Fenner, Globally Speaking, LLC



I played football in high school and continued playing in college."

"Na...und?" What's a German hiring manager to do with this information when interviewing a young up and coming American manager?

I asked a good friend with two athletic sons what adjectives would come to mind when one reads on a resume "played football in high school." Within a half a second she answered, "Motivating, hardworking, respectful." She immediately continued, "anyone who plays team sports is inspiring, tough and knows how to

work together towards a common goal." Hmm... sounds like someone who could be a real asset on a team launching a new product. I asked the same

question to a neighbor whose teenage daughter made the national swim team. She instinctively responded, "Diligent, well-organized, strong work ethic." I can vouch for that because when I walk our dog at 5:30 am every house in the neighborhood is dark except for their garage, which is lit up like a Christmas tree because their daughter had already left the house to train at the local pool. I empathize with these schedules. Our son plays for the high school basketball team often returning not until 10:30 pm from an away game. His alarm wakes him up at 5:00 am so he can finish his homework. Report cards are submitted to coaches to make sure all players maintain good grades. If the Grade Point Average (GPA) is not met, "you're off the team."

Do I think our society has gone overboard with the sports' demands on our youth? Yes, absolutely. However, I do agree with the above characteristics and the perseverance it takes to keep up with these demanding schedules. Most students in the United States are involved in sports, music, and community involvement or hold down a job after school to save for college. Why do kids go through this? Many kids are

Playing Competitive Sports in High School or College Reveals more than just Athletic Ability

just driven but most are hoping their hard work will pay off with an athletic or academic scholarship. A welcoming thought for parents who worry about how to pay for college.

The educational systems between Germany and the U.S. are vastly different in various ways. In the U.S., one that stands out is that grades are university, but what your accomplishments are outside of the academic institution is looked at carefully as well. In Germany the focus is predominantly on academic achievements regarding future academic or job applications which can be also clarifying.

The skills learned by playing competitive sports in high school or college often transcend into future skills needed on the job. CEOs often mention that what they learned on the playing field they still apply today. Gail Boudreaux, CEO of United Health Group, a competitive athlete at Dartmouth College states, "Athletic competition has taught me so much that's applicable in business, from how to compete and how to overcome obstacles to how to adapt to often changing environments".(1) President Obama's Secretary of Education, Arne

Duncan, was co-captain of Harvard's basketball team. Jeffrey Immelt, CEO of GE, received top awards for playing offensive tackle on Dartmouth's football team and these accomplishments get mentioned frequently in all arenas.

So next time you are interviewing someone and their resume reads "played varsity football in high school," think for a moment what type of person is sitting across from you...it may be someone you may want on your team. ■

"Anyone who plays team sports is inspiring, tough and knows how to work together towards a common goal."



About the Author:

Karen A. Fenner of Globally Speaking, LLC offers on-site cross-cultural and language training for European and American executives. She is a regular lecturer at the Rutgers University Executive MBA program and is an Adjunct Professor at The College of NJ.

(1)(4/29/12, FINS, "The Next 10 Female CEO's" by J. S. Lublin and K. Eggers.)

Interview with Pat Murphy

President of
Linde North America

By Ning Wang, GACC



Pat Murphy,
President of Linde North America

GAT: The U.S. is in the midst of an energy boom through discoveries of oil-and-gas-rich shales. What is the role of Linde NA in this and which role does the North American market play for the Linde Group?

Pat Murphy (PM): The energy boom is radically changing the market landscape here in the U.S. and we are in a unique position to help the energy and manufacturing industries respond to the opportunities provided, in particular, by the shale gas revolution. Our recent announcement of investing approximately \$200 million in La Porte, Texas, to build a large, state-of-the-art air separation unit (ASU), a new gasification train and supporting equipment and facilities is a clear indication of our commitment to this energy revolution. Scheduled to come on-stream in the first quarter of 2015, the ASU will be the largest operated by Linde in the U.S. and the addition of a new gasification plant will create the world's largest gas-based partial oxidation complex for the production of syngas products for petrochemicals. Linde is the leading syngas supplier in this region. Therefore, this latest venture, coupled with our unique portfolio of industrial gas and hydrocarbons technology, engineering and operations capabilities, will allow Linde to better serve the petrochemicals

industry that is being driven to new heights by the shale gas revolution.

The abundance of natural gas has also enabled Linde to take advantage of the low natural gas prices in its operations, while at the same time helping to protect the environment. For example, Linde has been integrating LNG powered trucks into its fleet of more than 700 trucks carrying cryogenic gases to customers throughout North America. Not only do the trucks save money on fuel, they have also reduced Linde's carbon footprint, since natural gas burns more cleanly than diesel, yielding between 20 and 30 percent fewer greenhouse gas emissions.

GAT: You have been working in the industrial gases industry for more than three decades – what were the biggest changes you have seen in your industry and how have they affected your decisions on strategies / R&D?

PM: One of the biggest changes over the last decade is the ever increasing demand for clean energy worldwide, providing Linde with a massive growth opportunity. Linde has been providing our customers with innovative, cost-effective and environmentally friendly solutions to help achieve maximum productivity. For example, the potential for

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LNG as a transportation fuel is huge in North America where Linde delivers a comprehensive and customized approach to high-quality LNG fuel supply. We support oil and gas companies by providing LNG to power drilling rigs and completion equipment and support transportation companies by providing an alternative to diesel for fueling heavy duty trucks. For years, Linde has brought its cryogenic expertise to develop the merchant LNG market by building plants at various commercial sizes to produce LNG from virtually any methane source.

Linde has also developed significant project experience in Carbon Capture solutions, including pilot demonstrations and scale-up to commercialization in conjunction with partners in the power generation, oil and gas and chemical industries. For enhanced oil recovery (EOR), we design, build, own and operate on-site air separation units and carbon capture facilities that supply the gases for EOR projects for major companies around the world.

We are also pioneers in developing hydrogen as an alternate fuel for buses and cars. Linde successfully completed the installation of the first hydrogen fueling station in California for AC Transit, which operates buses in the Bay Area. We are also installing hydrogen fueling stations for companies like BMW and WalMart to operate their fleets of forklifts for movement of materials.

GAT: In addition to the positive trends in the liquefied gases products area, Linde has also grown non-organically by investing in the healthcare product area. Could you tell us a bit more about the challenges going forward?

PM: The acquisition of Lincare in August 2012 has made us into the world's leading healthcare provider in the gases industry. You only have to look at demographic trends to see why the healthcare market is a global megatrend. Now that we have acquired Lincare, we will be able to participate to an even greater extent in this market. This strategic acquisition has enabled us to strengthen our

position in North America, the only area in which Lincare operates.

Industry experts estimate that the global healthcare market for industrial gases will grow from its current size of 11 billion euro to around 16 billion euro in 2020. Two-thirds of the market relates to homecare, the most dynamic area within the industry sector with an annual growth rate of about 6 percent. By far the largest regional homecare market, worth just over 4 billion euro, is the United States. And this is the very market in which Lincare is the clear number one. Through this acquisition, we have become the only gases company in the homecare business with a global footprint and we are in a strong position in all the major markets in Europe and the U.S., looking after around 1.3 million patients worldwide. Our range of services includes respiratory therapies such as oxygen therapies, sleep therapies and inhalation therapies.

With the acquisition of Lincare and the conclusion back in April 2012 of the purchase of Air Products' Continental European homecare operations, the proportion of our gases business which relates to the Healthcare business has grown significantly. In this product area, we are now approaching pro-forma annual revenue of 3 billion euro. ■



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July 1 – August 29

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<p>July 17 Webinar w/ Habif, Arogeti & Wynne, LLP on U.S. Transfer Pricing and Custom Regulations</p> <p>GACC South Atlanta, GA www.gaccsouth.com</p>	<p>July 17 International Business Networking</p> <p>GACC Midwest Chicago, IL www.gaccmidwest.org</p>		<p>July 18 HR-Executive Circle</p> <p>GACC Midwest Schaumburg, IL www.gaccmidwest.org</p>	<p>July 25 Sake & Sausages – Joint event w/ the Japanese Chamber of Commerce of Georgia (members only)</p> <p>GACC South Atlanta, GA www.gaccsouth.com</p>	
	<p>July 26 GermanFest Reception</p> <p>GACC Midwest – WI Chapter Milwaukee, WI www.gaccwi.com</p>	<p>July 31 Hochsommerfest w/ Noerr</p> <p>GACC NY New York, NY www.gaccny.com</p>	<p>August 1 "After Hours" Networking with The Ritz-Carlton, Atlanta</p> <p>GACC South Atlanta, GA www.gaccsouth.com</p>		<p>August 6 Breakfast w/... Tracey C. Grose on Energy Transformation (The Halle Foundation Speaker Series)</p> <p>GACC South Atlanta, GA www.gaccsouth.com</p>
<p>August 8 Knowledge Exchange: Technology's Impact on Global Financial Transactions</p> <p>GACC Midwest Chicago, IL www.gaccmidwest.org</p>		<p>August 12 The Future of Mobility: How German Design Will Move Us</p> <p>GACC Western U.S. Los Angeles, CA www.gaccwest.com</p>	<p>August 13 "After Hours" Networking with Audi</p> <p>GACC South Atlanta, GA www.gaccsouth.com</p>	<p>August 20 Breakfast w/... Norbert Fuhrmann & Karen Deisberg on Transatlantic Cooperation in Vocational Training</p> <p>GACC South Atlanta, GA www.gaccsouth.com</p>	<p>August 21 International Business Networking</p> <p>GACC Midwest Chicago, IL www.gaccmidwest.org</p>
	<p>August 24 10th Annual German Bierfest</p> <p>GACC South Atlanta, GA www.gaccsouth.com</p>	<p>August 26-29 Smart City Delegation</p> <p>GACC Midwest Chicago, IL www.gaccmidwest.org</p>	<p>August 27 Smart City Conference</p> <p>GACC Midwest Chicago, IL www.gaccmidwest.org</p>	<p>August 29 Stammtisch on the Road</p> <p>GACC Midwest Rosemont, IL www.gaccmidwest.org</p>	

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German American Trade is published bimonthly by the German American Chamber of Commerce Inc., 75 Broad Street, 21st Floor, New York, NY 10004.

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

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

Single copy: US\$ 5 (Euro 8)

U.S. postmaster send address changes to:
German American Trade, 75 Broad Street,
21 Fl., New York, NY 10004.

Office of publication: New York

Publication date of this issue: July/August 2013

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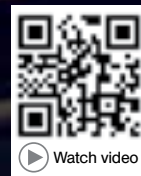
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