

TRADE

MAY / JUNE 2010

PROMISING MARKETS FOR RENEWABLES AND ENERGY EFFICIENCY

2nd German American Energy Conference in Berlin

Rainer Brüderle,
Federal Minister for
Economics and Technology
opened Energy Conference



Top **50**
German
Firms

Top 50 Ranking:
T-Mobile USA
New Number One

Bruce R. White, Partner
JKJ&H International:
Risky Business!



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EDITORIAL

Think Fast!

Which state is home to the only city in history to turn down hosting the Olympic Games? This state was also the first to force a decision on the implementation of a renewable energy standard through a public vote. If you know the answer or need a few more hints, turn to our **State Special** to learn more about this unique state.

Our cover story features the **2nd German American Energy Conference**, which took place on March 22-23, 2010 in Berlin, Germany and a survey of German and American businesses in the renewable energies industry conducted by the GACC and Roland Berger Strategy Consultants of North America.

Interested in learning German or perfecting your German language skills? The **Deutsches Haus** at New York University in New York City has been providing language education since 1976 and offers cultural, linguistic and literary courses in addition to language classes.

Cross-cultural communication can be a tricky subject. In his article **“Do Germans and Americans Understand Each Other?”** John Magee analyzes the differences in the perceptions and communication styles of Germans and Americans.

Happy Reading!

Jan Wiedemann



Jan Christoph Wiedemann
jwiedemann@gaccsouth.com



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

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ZF Industries puts energy behind new Gainesville plant

Michigan manufacturer ZF Industries will build a roughly 250,000-square-foot plant in Gainesville to make transmissions for wind turbines. The plant is the latest in a string of economic development projects in Georgia linked to the renewable energy sector. The transmissions to be made in the planned Gainesville plant would be used in wind turbines, sources said. ZF spokesman Bryan Johnson declined to confirm that or say whether the transmissions would be used for export or domestic markets. The new ZF plant is said to be dubbed Project Wind, a source dis-

closed. ZF, with North American headquarters in Northville, Mich., employs about 250 in Gainesville, where it builds transmissions and axles for construction equipment and axle drives for cars and SUVs.

• *Atlanta Business Chronicle*

Barkawi opens North American office

Barkawi, a German-based provider of management consulting and outsourcing services for aftermarket support and supply chain, has launched its North American operation. Headquartered in Munich, with offices in Moscow, New Delhi and Shanghai, the new location in Atlanta will serve clients in Canada and the United States. The expansion is also aimed at helping international clients grow and improve in the region. "Companies around the world are examining their business operations to identify ways to operate more efficiently and effectively. North American clients, like those in our already established regions, are anxious to address today's economic pressures by streamlining their supply chains and aftermarket support," explains Karim Barkawi, Managing Partner. Barkawi's expertise helps global companies optimize their operations by customizing processes and solutions to meet their unique needs. Clients include Case New Holland, Daimler, Deutsche Telekom, Electrolux, Fujitsu Networks, IBM, Lufthansa, Motorola, Nokia, Philips, Porsche, RIM (Blackberry), Samsung Electronics, Siemens, Sony Ericsson, and Volkswagen. • *Logistics Today*

Fraunhofer CMB awarded \$4.395m for H1N1 vaccine development

Fraunhofer USA Center for Molecular Biotechnology (CMB) announced that it has received a \$4.395 million award from the Defense Advanced Research Projects Agency (DARPA) to develop a vaccine against H1N1 influenza virus using its plant-based production platform. This will be the third round of funding from DARPA and follows on CMB's successful optimization and feasibility studies completed in 2008 and a new, state-of-the-art cGMP pilot manufacturing facility completed at the end of 2009. This current funding will allow CMB's H1N1 vaccine candidate to progress to Phase 1 clinical trials, therefore validating the utility of the technology for manufacturing products for use in humans. • *Press release*

First Solar joins solar project Desertec

U.S. solar power company First Solar said it had joined the Desertec solar power project, which hopes to supply 15 percent of Europe's power by 2050 via a network of renewable energy sources. First Solar said it was the first pure photovoltaic company to join Desertec, the world's most ambitious 400 billion euro (\$549.9 billion) solar power project that proposes sending energy created in the Sahara to local markets and to Europe. The Arizona-based company said it had joined Desertec for an initial period of three years and that it would contribute utility-scale PV expertise in project working

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groups. Twelve member companies - mostly German ones including Siemens, E.ON, RWE and Deutsche Bank - support the Desertec Industrial Initiative, launched at Munich Re headquarters in July last year. • Reuters

Siemens enters Memphis market

Siemens AG is opening a large assembly and distribution facility in the Memphis area that will bring 150 new jobs and could hasten the return of industrial development. The German company has signed a 619,000-sq.-ft. lease for all of Building 1 at Airways Distribution Center in Southaven. The new center should be operational by May 15. Michael Krampe, director of media relations for Siemens operating unit Siemens Industry, Inc., says the center will employ about 150 at full capacity. Electrical distribution products, controls and motors will be distributed from the facility, where some light assembly also will take place, Krampe says. • Memphis Business Journal

Wilh. Schulz GmbH breaks ground on \$300M pipe plant in Tunica

Construction will begin May 1 on a new \$300 million pipe manufacturing plant in Tunica County. Wilh. Schulz GMBH already has orders for the new plant to fill, and officials with the Krefeld, Germany-based company plan to start production in December. The plant, which will produce pipes for the oil and gas industries, will initially employ 200 workers. That number will increase to 500

over the next five years. This is the company's first North American manufacturing facility. Earlier this year the Legislature approved an incentive package that provided \$15 million in bonds to help with the construction. • Press release

BNY Mellon to buy BHF Asset Servicing

Bank of New York Mellon Corp, the world's largest custodian of financial assets, said it agreed to acquire Germany's BHF Asset Servicing GmbH for \$343 million. The acquisition follows BNY Mellon's purchase of PNC Financial Services Group's (PNC.N) fund services unit a month ago and is part of the company's effort to expand its market share globally this year, according to an executive. As a result of this deal, BNY Mellon will rank second in fund administration in Germany, said Jim Palermo, chief executive of BNY Mellon's asset servicing business. The combined German business will have \$642 billion in assets under custody. Before, BNY Mellon was not one of the top five fund administrators in Germany, Palermo said. • Reuters

NC lands Vossloh Kiepe Inc.

Vossloh Kiepe Inc. is making a high-speed entrance into Forsyth County, NC. The advanced transportation manufacturer plans to move into a 15,000-square-foot facility in south Forsyth on April 1. "By the end of the year, we're probably going to bring 10 employees, and that will double next year," said Klaus Roehmer, the company's president and chief executive officer of U.S. operations. "I am excited... to get started because I believe the market is right at the present time for some new business." Vossloh Kiepe, the county's 11th Germany-based firm, has been around for more than a century. Based in Düsseldorf, it develops, manufactures and sells a variety of electro-technical products to deliver goods and transport passengers. • forsythnews.com **GAT**

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Promising Markets for Renewables & Energy Efficiency

March 22-23, 2010: 2nd German American Energy Conference in Berlin

For two days, Berlin turned into a Mecca for environmental technologies and transatlantic business as the 2nd German American Energy Conference opened its doors at the House of German Business on Monday, March 22. High-ranking industry experts and political decision-makers from both sides of the Atlantic met to discuss current industry trends and challenges. A vibrant evening reception in the venue's stunning atrium and many other gatherings during the conference provided an unrivaled opportunity to network and further German-American cooperation in the clean energy sector.

Annual Conference

The German American Energy Conference is organized annually by the German American Chambers of Commerce (GACCs) and the German Energy Agency (dena) in a joint effort to promote cooperation between two of the most important world economies

and players in the renewable energy industry. In 2010, the conference focused on current trends and support frameworks within the U.S. energy market, in particular with regard to benefits and opportunities they hold for German companies.

“Although the political discussion on international climate policies is slowing down, the U.S. market for renewable energies in particular shows dynamic development. Both German and U.S. companies see great potential in the American market for the coming years. The transatlantic business ties that have been established over decades offer a solid basis for cooperation in the renewable energy and energy efficiency sectors. German companies should seize these opportunities now,” emphasized Dr. Martin Wansleben, CEO, Association of German Chambers of Industry and Commerce (DIHK).



Dr. Martin Wansleben, CEO, Association of German Chambers of Industry and Commerce (DIHK), during his welcome speech



Above from left: Dr. Martin Wansleben, Association of German Chambers of Industry and Commerce (DIHK); Rainer Brüderle, Federal Ministry of Economics and Technology (BMWi); Andreas Jung, German Energy Agency (dena); Dr. Werner Schnappauf, Federation of German Industries (BDI); Simone Pohl, German American Chamber of Commerce of the Midwest

Right: Dr. Norbert Röttgen, Federal Minister of Environment, Nature, and Nuclear Safety (BMU), welcomes the guests to the evening event



The event moved at a fast pace, mirroring the dynamic energy industry. On Tuesday, four expert panels ran simultaneously in order to allow for the coverage of a vast range of subjects in the wind-, solar-, bio-energy and energy efficiency fields. A total of 88 presenters including representatives of corporations, political and research institutions discussed topics ranging from “Solar after Copenhagen – Opportunities and Risks for Germany and the U.S.” to “How to Increase Energy Efficiency Capabilities in Industry”. While the presentations focused mainly on the future of clean energies, the organizers of the con-

ference also made a practical contribution in the here and now: The environmental impact of the event was offset through a cooperation with “atmosfair”.

Strong Political Attention

The presence of top government officials from Germany and the United States highlighted the importance both countries ascribed to the conference and its topics. Germany’s Federal Minister of Economics and Technology, Rainer Brüderle delivered the official opening speech on Monday morning, while Federal Minister of the Environment, Dr.

>>



Above: Viktor Elbling, Federal Foreign Office; Dr. Axel Nitschke, Association of German Chambers of Industry and Commerce (DIHK); Josef Eichhammer, Solar Trust of America, LLC; Klaudia Martini, Former Minister for Environment and Forestry of the State of Rheinland Pfalz; Michael Eckhardt, American Council on Renewable Energy (ACORE); Jochen Homann, Federal Ministry of Economics and Technology (BMWi); Richard L. Morningstar, U.S. Department of State

Norbert Röttgen, welcomed guests at the evening reception. Deputy Minister of the Federal Foreign Office, Dr. Peter Ammon contributed one of the opening speeches focusing on the future of energy policies in the USA and Germany. The United States was represented on the political side by speakers including Ambassador to Germany, Philip D. Murphy; Special Envoy for European and Asian Energy Affairs for U.S. President Barack Obama at

the U.S. Department of State, Richard L. Morningstar; and Senior Policy & Communications Specialist at the U.S. Department of Energy, Scott Gregory Minos. With more than 500 experts in the political and economic fields taking part in the two day conference, the event was a big success.

The conference was generously supported by the Federal Ministry of Economics and Technology (BMWi).

Bottom left to right: GAE organizers - German American Chambers of Commerce (GACCs) and German Energy Agency (dena)

Survey on Renewable Energies in the United States

Employment Driver and Ideal Platform for German-American Partnership

The 2nd German American Energy Conference also provided an ideal setting for the GACCs to present their first detailed survey of German American business in the clean energy field. After the successful launch



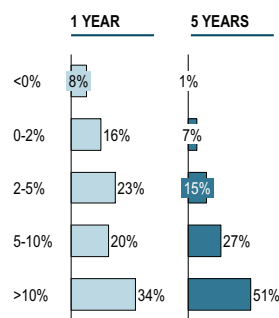
Detailed survey results accessible at:
www.ahk-usa.com

of the Annual German American Business Outlook (GABO) in the fall of 2009, the GACCs once again worked with Roland Berger Strategy Consultants, this time to gain first-hand insight into potential and challenges of the Renewable Energy and Energy Efficiency market in the United States. The results of the survey highlight the importance of this young industry as a short- and long-term employment driver and reveal strong potential for German-American partnership.

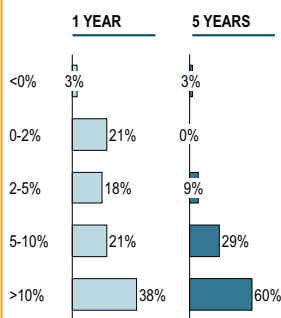
Both US and German companies expect ample growth in the US green sector

Revenue growth per year expectations for the US

US COMPANIES



GERMAN SUBSIDIARIES



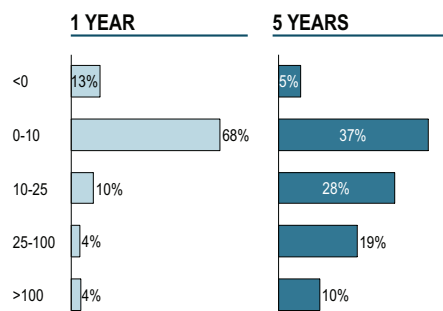
COMMENTS

- > Over 50% of US and German companies anticipate over 5% growth in the next year despite the challenging economy
- > Longer term expectations are even stronger suggesting the sustainability of the industries

The green sector as a whole is seen as a strong source of job creation in the near and longer term

Expectations for job creation per year

JOBS CREATION PER YEAR



INSIGHTS

- > Most firms, 87%, see some addition of jobs in the next year
- > The expected number of jobs created per company is much larger further out, reflecting the job creating potential of the green industry
- > Though the largest amount of jobs will come in sales and services, manufacturing and R&D jobs are expected to grow too

According to Juergen Reers, Managing Partner for Roland Berger Strategy Consultants of North America, the US offers considerable potential for companies in the renewable energy industry. "About one-third of the businesses surveyed throughout the wind, solar, bio-energy and energy efficiency fields expect annual growth rates of over 10% in 2010 and the next four years." The 300 survey participants included American companies as well as US subsidiaries of German firms with operations in one of the key sectors: wind; solar; bio-energy or energy efficiency. The high revenue growth expectations throughout the entire sector make it an engine for employment growth, as 87% of

>>



Juergen Reers, Managing Partner for Roland Berger Strategy Consultants of North America, presents survey results at GAE

businesses plan to hire additional employees already in the current year. The fact that a majority of companies indicated that they currently feel restrained by the poor overall economy makes this optimism even more noteworthy.

The fast paced growth of this young industry, however, also poses challenges in the United States, while generating a strong demand for German technology and expertise. The data shows a surge in the number of German companies entering the booming US market in recent years while also indicating that a clear majority of them already consider their expansion successful. 72% of German respondents stated that their expectations for the US market had been met.

When it comes to the political framework and consumer education of the US market, both German and American business-

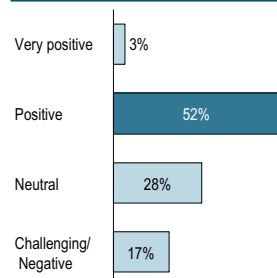
es surveyed see potential for improvement. The implementation of national renewable energy standards and better education of end-users on real energy costs and new technologies rank highest on their list. US companies additionally named credit and funding issues among their current key challenges, which translate into strong competition and high cost pressure for the German suppliers.

Decades of experience with innovative solutions in environmental technologies make German companies particularly attractive partners for their US counterparts. One-third of American firms surveyed in the sector already collaborate with German peers, and 70% of these partnerships have been forged within the last five years. According to the survey, the number of transatlantic business ties will grow even further as 40% of US companies

German companies who entered the US expecting a positive experience have had those expectations met

German expectations for their US Greentech experiences

German companies expectations for their US Experience in Greentech?



Have the expectations been met?

Slightly more challenging than expected

Positive expectations have been met

An even mix of those who saw results better and worse than expectations

Market challenges have been as large as or larger than expected

COMMENTS

- > Those who entered the market with the highest hopes appear to have had them met – possibly reflecting the strong positioning of those companies
- > Those who foresaw large challenges have experienced them while developing their businesses

Source: Roland Berger analysis

US and German companies generally agree on the major challenges facing the green sector and their solutions

Challenges facing the green sector

US COMPANIES/OTHER

Top 3

1. Poor economy
2. Credit/funding
3. Lack of federal policy

GERMAN SUBSIDIARIES

Top 3

1. Poor economy
2. Lack of federal policy
3. Strong competition

SOLUTIONS

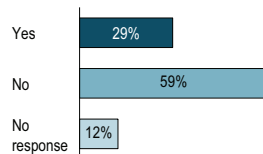
- > Educate consumers about real energy costs and technologies
- > Set national renewable energy standards
- > Increase government subsidies or set feed-in tariff

Source: Roland Berger analysis

Most German-American partnerships were formed recently – there is still significant opportunity for additional growth

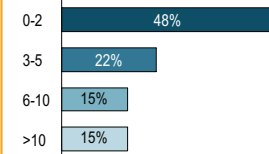
Status of German American partnership

Does your company have any current involvement/ partnerships with German companies?



> Almost 1/3 of respondents already have some form of partnership with German companies

How long has your company partnered with German companies? (Years)



> Partnership is still in their early phases, reflecting the relatively new nature of the green sector in the US

What is the nature of the partnership/involvement with German companies? (In order of most to least frequent response)

- 1 | Supplier to German companies
- 2 | Innovation partner
- 3 | Customer of German companies
- 4 | Joint ventures

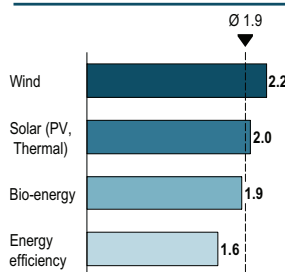
> US companies have recognized the German technological leadership and have set up innovation partnerships

Source: Roland Berger analysis

American companies have expressed interest in expanding their German American partnerships

Future partnership opportunities

Interest level in seeking partnership with German companies¹⁾ (Range of 0-3)



1) Options (none/low/moderate/high) were assigned values (0, 1, 2, 3)

Source: Roland Berger analysis

Top partnership opportunities

- | | |
|--------------------------|--|
| WIND | <ul style="list-style-type: none"> > Innovation partner > Customer |
| SOLAR | <ul style="list-style-type: none"> > Joint venture > Innovation partner |
| BIO-ENERGY | <ul style="list-style-type: none"> > Innovation partner > Joint Venture > Investment |
| ENERGY EFFICIENCY | <ul style="list-style-type: none"> > Innovation partner > Customer > Joint Venture |

COMMENTS

- > Every sector is looking for innovation partnership
- > Wind and Solar, two areas with strong German technological leadership, both expressed strong interest in partnership
- > Many expressed interest in JVs, which may reflect the challenges US firms have had with funding

are currently interested in finding German partners, of which a majority are looking for innovation partners.

“This is an important signal for us as a representative of German business in the United States and reinforces our strong focus on the renewables and energy efficiency industry,” commented Simone Pohl, President and CEO of the German American Chamber of Commerce of the Midwest in Chicago.

In recent years, the GACCs have dedicated an increasing amount of their work to projects in the renewable energy sector. In close cooperation with the German Ministry of Economics and Technology, the GACCs organize company delegations, conferences and networking events in Germany and the United States with the goal of promoting transatlantic cooperation and business partnerships in the clean energy sectors. **GAT**

The Port of Virginia

An Easy Access to Business

The Hampton Roads region consists of 10 cities and 5 counties situated in the southeastern

corner of Virginia. Self-described as 'the heart of the mid-Atlantic', the region is home to a natural deepwater harbor that is unobstructed and ice-free year round. Accordingly the Port of Virginia can be regarded as the east coast's central U.S. port of entry - an artery of sorts - that allows cargo to flow with precision to and from its harbor and destinations across the interior United States.

Connected to a superior highway and interstate network, multiple railways and the James River, the Port of Virginia possesses a wide variety of possibilities to transport cargo efficiently and expeditiously. Cargo transported by truck, 64% of the port's nearly 2.1 mil TEUs (2008), takes less than an hour to leave the harbor and begin the journey inland. This efficiency is due, in large part, to an efficient and skilled



workforce, but more importantly, the utilization of the Port-Wide-Chassis Pool ensuring an adequate in-time supply of maintained chassis.

Rail accounts for an additional 31% of the container traffic linking the port to the region's railway connections. Rail transportation, long regarded as environment-friendly, has been further enhanced via the Port of Virginia's access to a double stack railway system that allows one container to be stacked on top of another. This double stack transport affords the freight forwarder keen advantages: twice as many containers transported simultaneously and the flexibility in the number and variety of destinations. Simply put, cargo shipped to, and unloaded in, the Port of Virginia and transported via double stack





rail to inland markets is a smart and efficient method that can save companies time and money.

Additional transportation offered by the Port of Virginia includes a weekly barge service between the harbor of Hampton Roads and Richmond, VA; a successful transportation method established as a “green” alternative for 5% of the port’s unloaded cargo in 2008.

As one of the world’s largest and most vital natural harbors, the port’s current accolades include accommodating the leviathans of the ocean like the 15,000 TEU “Emma Maersk”. But tomorrow holds new challenges and the port is looking forward and

preparing to meet them with creative solutions. Craney Island is just such an example. Currently under development and being fashioned from the placement of dredged material, Craney Island will be the Port of Virginia’s fourth terminal in Hampton Roads. Upon completion, the terminal will sit on 600 acres of open water and enhance the port’s turnover by 1.5 million TEUs by 2020 and another 5 million TEUs by 2032 culminating in a future port-wide capacity of 10 million TEUs.

Through innovation the Port of Virginia not only provides efficient and expeditious access for today’s business, the Port of Virginia is prepared to face the future. **EAT**

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A Fresh Look at U.S. Trade Policy

After months of internal deliberation the Obama Administration's trade policy is taking shape. Four priority issues emerge from the President's State of the Union Address in January, and the Administration's *2010 Trade Policy Agenda*, which was released in March.

First, the Administration will do whatever is necessary to revive the American economy. The centerpiece, from a trade perspective, is the *National Export Initiative*, unveiled during the State of the Union. Second, the White House is updating U.S. export controls policy to respond to technology developments in other countries. Third, the Administration will emphasize trade enforcement to protect the rights of U.S. companies and workers. Finally, the U.S. will strengthen trade relations in Southeast Asia, including the complex relationship with China.

Four Priorities

The National Export Initiative (NEI) seeks to double U.S. exports by 2014. This would support two million U.S. jobs, according to the White House. The Department of Commerce will take the lead in concert with other Federal authorities including the U.S. Trade Representative (USTR), the Small Business Administration, and the Export-Import Bank of the United States.

The NEI represents a first-ever "government-wide" effort to boost U.S. exports, including direct engagement by President Obama. The White House created an interagency Export Promotion Cabinet via Executive Order to focus the efforts of top U.S. officials. The CEO-level President's Export Council will be invigorated under the leadership of Boeing President Jim McNerney as Council Chair. Greater financing, especially for small-to-midsized companies, will be made available. Public-private partnerships and "one stop" serv-

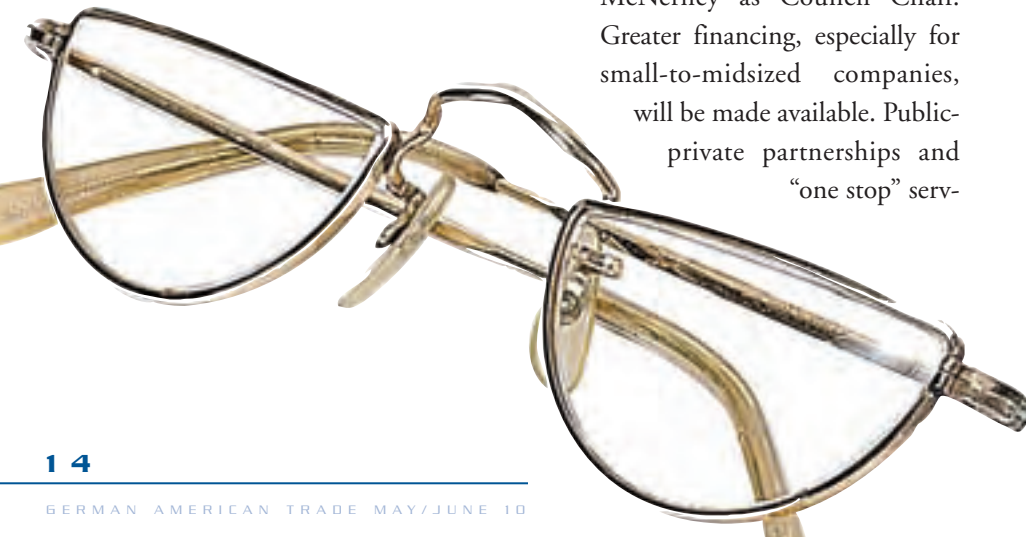
ice centers will aid U.S. companies with their export activities.

The Administration is reviewing U.S. export controls policy to ensure a proper balance between national security and commercial interests. The review should conclude soon, now that Eric Hirschhorn has been installed as Under Secretary for Export Administration and Head of the Bureau of Industry and Security at the Department of Commerce.

Two measures were announced in March. The first deals with encryption technology. The White House seeks to streamline the process for ascertaining whether licenses are required for exporting products with encryption technology.

The second deals with companies that employ dual-national and third-party-national individuals. At issue are divergent policies followed by the Departments of Commerce and State to determine whether export licenses are required. The Administration seeks to harmonize the procedures to reduce uncertainty and the number of licenses required.

The Administration is devoting increased resources to trade enforcement. Last summer



USTR Kirk articulated a three-prong strategy involving sanitary and phytosanitary standards (SPS), technical barriers to trade (TBT), and potential violations of labor provisions in free trade agreements.

The Administration recently released three reports (including the *2010 National Trade Estimate*) detailing its enforcement priorities. The reports addressing SPS and TBT problems stem from a new initiative.

Substantively, the focus will be on impairment of U.S. intellectual property rights and non-tariff barriers, especially regulations and standards that have no basis in science or which do not conform to international norms and guidelines.

Procedurally, while the Administration is receptive to resolving disagreements through informal talks, it will pursue more vigorous measures if necessary.

The Administration seeks to enhance the profile of U.S. industry in Southeast Asia. The Trans-Pacific Partnership (TPP) negotiations, which commenced in March, are a cornerstone of the strategy. The nations participating in the TPP talks are Australia, Brunei Darussalam, Chile, New Zealand, Peru, Singapore, the United States, and Vietnam.

The White House acknowledges the importance of rebalancing the entire relationship with Chi-

na along strategic and economic lines. Engaging the Chinese leadership is a priority for President Obama and senior U.S. officials.

Other Important Areas

Three additional issues warrant brief mention: the Administration's stance on the Doha talks at the World Trade Organization (WTO), its position on transatlantic relations, and the situation in Congress.

The Administration affirms interest in a rules-based, multilateral trading system anchored by the WTO but other WTO members point to a lack of U.S. leadership as an impediment to advancing the stalled negotiations. With the U.S. trade squad at nearly full strength, the U.S. may now be in position to reassert leadership.

While the 2010 Trade Agenda report acknowledges the "maturity, stability, and immense mutual benefits of the U.S. trade relationship with the European Union," it does not specify concrete steps for deepening the relationship.

Congress has shown little interest in formulating a coherent trade policy. It continues to block the pending free trade agreements with Colombia, Panama and South Korea. Congressmen in both par-

ties have critiqued the Administration's "narrow" focus on trade enforcement. There appears to be little appetite in either party to produce a comprehensive trade policy.

Conclusion

Improving the U.S. economy remains the Administration's top priority, followed by several domestic issues. Although the Administration has set some intriguing trade goals, there may not be sufficient political will in Congress to support them. Democrats are concerned that tough votes on health care, financial markets, and climate and energy may cost them at the polls. Republicans seek a path to return to power. The Obama Administration will be challenged to identify trade issues that can attract support from liberal constituents, such as labor unions, as well as the more conservative business community. **GAT**



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T-Mobile®

Based in Bellevue, Wash., T-Mobile USA, Inc. is the U.S. wireless operation of Deutsche Telekom AG. By the end of the fourth quarter of 2009, almost 152 million mobile customers were served by the mobile communication segments of the Deutsche Telekom group — 33.8 million by T-Mobile USA — all via a common technology platform based on GSM and UMTS, the world's most widely used digital wireless standards. T-Mobile USA's innovative wireless products and services help empower people to connect to those who matter most. Multiple independent research studies continue to rank T-Mobile among the highest in numerous regions throughout the U.S. in wireless customer care and call quality.



ROBERT DOTSON PRESIDENT & CEO, T-MOBILE USA

As the leader of the No. 4 carrier in the U.S., Dotson has carefully crafted T-Mobile USA's reputation for being the smallest nationwide operator with the biggest innovations — both in technology and pricing scenarios. In fact, despite its smaller subscriber base,

T-Mobile has managed to keep its larger competitors (namely Verizon Wireless and AT&T Mobility) on their toes.

Top 50 German Firms in the US

By Nicola Michels, GACC New York
nmichels@gaccny.com

New Number One: T-Mobile USA

The latest Top 50 Ranking of German Firms in the U.S. conducted by the German American Chambers of Commerce, based on the 2009 annual sales figures, demonstrates the robust condition of German firms in the U.S. - despite the recession and financial crisis. The total revenues of the Top 50 fell by only 7.5% from \$275 to \$255 billion in last year's ranking. 32 of the 50 firms reported mostly modest losses. 18 companies even showed increased sales numbers. T-Mobile USA pushed Siemens USA from last year's first place to become the new number one, although Siemens remains the biggest German employer having created 64,000 jobs. Robert Dotson, CEO of T-Mobile USA for the last 6 years, traces this success back to his company's innovative products and pricing models: *"T-Mobile USA is intensely focused on offering families a better overall communications value when every dollar counts. While the recession has changed the spending habits for many consumers, we are extremely bullish on the opportunity to offer innovative products and data services that deliver new and compelling ways for families to stay connected. We've long held the leadership position on value in wireless, and we will extend that success into 2010 and beyond."* The relatively low decrease in the overall volume of sales of the Top 50 is contrasted with the number of job cuts over the same period. The Top 50 German firms decreased their work force by 14% to 412,000, down from 480,000. The automotive sector and steel industry were hardest hit. **EAT**

Top 10 Employers

Company	2009	2008
Siemens USA Holdings	64,000	66,000
The Great Atlantic & Pacific Tea Company, Inc.	50,000	62,030
Fresenius Medical Care Holdings, Inc.	39,000	42,000
T-Mobile USA	40,697	36,000
ThyssenKrupp USA, Inc.	21,000	44,228
Bayer Corp.	17,000	16,300
Bertelsmann, Inc.	17,000	17,000
BASF Corp.	15,000	15,191
Daimler Trucks	14,000	21,168
Robert Bosch, LLC	13,500	38,782

TOP 50 Ranking of German Firms in the U.S. 2009

	COMPANY NAME	U.S. LOCATION	WEBSITE ADDRESS	U.S. TOP EXECUTIVE
1	T-Mobile USA	Bellevue, WA	www.t-mobile.com	Robert Dotson
2	Siemens USA Holdings	New York, NY	www.usa.siemens.com	Eric Spiegel
3	BMW of North America, LLC	Woodcliff Lake, NJ	www.bmwusa.com	Jim O'Donnell
4	BASF Corp.	Florham Park, NJ	www.basf.us	Kurt Bock
5	Allianz North America, Inc. (incl. Firemans Fund)	New York, NY	www.allianz.com	Gary C. Bhojwani
6	Mercedes Benz USA, LLC	Montvale, NJ	www.mbusa.com	Ernst Lieb
7	Bayer Corp.	Pittsburgh, PA	www.bayerus.com	Greg Babe
8	The Great Atlantic & Pacific Tea Company, Inc.	Montvale, NJ	www.aptea.com	Christian W.E. Haub
9	DHL Holdings (USA), Inc.	Plantation, FL	www.dhl.com	Hans Hickler
10	Boehringer Ingelheim Corp.	Ridgefield, CT	us.boehringer-ingelheim.com	J. Martin Carroll
11	Turner Construction Co.	New York, NY	www.turnerconstruction.com	Peter J. Davoren
12	Fresenius Medical Care Holdings, Inc.	Waltham, MA	www.fmcna.com	Ben Lipps
13	Robert Bosch, LLC	Farmington Hills, MI	www.bosch.us	Peter J. Marks
14	Trader Joe's Co.	Monrovia, CA	www.traderjoes.com	Dan Bane
15	Heraeus Incorporated	New York, NY	www.heraeus.com	Schuh-Klaeren, Maike
16	Continental USA	Fort Mill, SC	www.continentaltire.com	William L. Kozyra
17	Aldi, Inc.	Batavia, IL	www.aldi.us	Charles Youngstrom
18	ThyssenKrupp USA, Inc.	Troy, MI	www.thyssenkrupp.com	Deric Righter
19	Daimler Trucks	Portland, OR	www.daimler-trucksnorthamerica.com	Martin Daum
20	Hannover Life Re America	Orlando, FL	www.hlramerica.com	Pete Schaefer
21	Lehigh Cement Co.	Allentown, PA	www.lehighcement.com	Albert Scheuer
22	SAP Americas	Newtown Square, PA	www.sap.com	Bill McDermott
23	Volkswagen Group of America (incl. Audi Brand)	Herndon, VA	www.vw.com	Stefan Jacoby
24	Henkel of America, Inc.	Rocky Hill, CT	www.henkel.us	Jeffrey C. Piccolomini
25	Bertelsmann, Inc.	New York, NY	www.bertelsmann.com	Robert Sorrentino
26	Adidas North America Inc.	Portland, OR	www.adidas.com	Herbert Hainer
27	Munich Re America	Princeton, NJ	www.munichreamerica.com	Anthony J. Kuczinski
28	E.ON U.S., LLC	Louisville, KY	www.eon-us.com	Victor Staffieri
29	Evonik Degussa Corp.	Parsippany, NJ	www.north-america.evonik.com	Tom Bates
30	Linde Gas North America, LLC	Murray Hill, NJ	www.us.linde-gas.com	Patrick Murphy
31	Stinnes Corporation	Tarrytown, NY	www.dbschenkerusa.com	Dr. Christoph Bohl
32	Porsche Cars North America, Inc.	Atlanta, GA	www.porsche.com/usa	Detlev von Platen
33	Deutsche Lufthansa AG	East Meadow, NY	www.lufthansa.com	Jens Bischof
34	B. Braun Medical, Inc.	Bethlehem, PA	www.bbraunusa.com	Caroll Neubauer
35	ZF Group North American Operations	Northland, MI	www.zf.com/na	Dr. Michael Paul
36	GEA North America Holdings, Inc.	New York, NY	www.geagroup.com	Susan M. Murphy
37	Freudenberg-NOK General Partnership	Plymouth, MI	www.freudenberg.us	Mohsen M. Sohi
38	Helm U.S. Corporation	Piscataway, NJ	www.helmusa.com	Andreas Weimann
39	Lanxess	Pittsburgh, PA	www.lanxess.com	Randall S. Dearth
40	Flatiron	Longmont, CO	www.flatironcorp.com	Tom Rademacher
41	Stihl Inc.	Virginia Beach, VA	www.stihlusa.com	Fred Whyte
42	Wurth Group of North America Inc.	Charlotte, NC	www.wurth.com	Andreas M. Fischer
43	Cognis Corp. USA	Cincinnati, OH	www.cognis.com	Paul S. Allen
44	Behr America, Inc.	Troy, MI	www.behrgroup.com	Heinz J. Otto
45	Schott North America, Inc.	Elmsford, NY	www.us.schott.com	Dr. Gerald J. Fine
46	BSH Home Appliances Corporation	Huntington Beach, CA	www.bsh-group.us	Stefan Koss
47	Infineon Technologies North America Corp.	Milpitas, CA	www.infineon.com	Jean-Baptiste Loire
48	Puma North America, Inc.	Westford, MA	www.puma.com	Jay Piccola
49	Knorr Brake Holding Corp.	Watertown, NY	www.knorrbrakecorp.com	Heinz Hermann Thiele
50	Beiersdorf, Inc.	Wilton, CT	www.beiersdorffusa.com	Ian Holding

Top 50 German Firms in the US



Download the ranking from
www.gacny.com

PARENT COMPANY	'09 SALES (\$MILLIONS)	'08 SALES (\$MILLIONS)	EMPLOYEES '09	EMPLOYEES '08	BUSINESS ACTIVITY	
Deutsche Telekom AG, Bonn	21,531 ↑	19,411	40,697	36,000	Communications	
Siemens AG, Munich	21,301 ↓	27,200	64,000	66,000	IT/Communications, Transportation	
BMW AG, Munich	16,296 ↓	16,660	5,500	6,000	Automotive	(1)
BASF AG, Ludwigshafen	15,955 ↓	16,449	15,000	15,191	Chemicals	(1)
Allianz SE, Munich	13,900 ↑	10,801	9,908	9,427	Insurance	(2)
Daimler AG, Stuttgart	11,600 ↓	15,967	1,500	3,869	Automotive	(1)
Bayer AG, Leverkusen	10,700 ↓	11,180	17,000	16,300	Pharmaceutical/Medical Products	(1)
Tengelmann Group, Mülheim	10,000 ↑	6,401	50,000	62,030	Grocery Stores	
Deutsche Post AG, Bonn	8,813 ↓	14,814	2,600	2,890	Courier Services	(1)
Boehringer Ingelheim GmbH, Ingelheim am Rhein	8,664 ↑	7,484	9,300	9,000	Pharma	(1)
Hochtief AG, Essen	8,200 ↓	9,600	5,700	5,700	Construction	
Fresenius SE, Bad Homburg	7,612 ↑	6,663	39,000	42,000	Surgical/Medical Instruments	(1)
Robert Bosch GmbH, Stuttgart	7,250 ↓	7,672	13,500	38,782	Automotive, Consumer Goods, Industrial Technology	(3)
Aldi Einkauf GmbH & Co.oHG, Essen	7,200 ↑	6,500	5,500	2,500	Grocery Stores	
Heraeus Holding GmbH, Hanau	6,703 ↑	4,611	1,746	1300	Non-Ferrous Metals	(1)
Continental AG, Hannover	6,304 ↑	4,781	1,381	1,381	Tires	(1)
Aldi Einkauf GmbH & Co.oHG, Essen	6,200 ↑	5,800	3,000	1,000	Grocery Stores	
ThyssenKrupp AG, Düsseldorf	5,200 ↓	13,488	21,000	44,228	Steel, Stainless Steel, Capital Goods, Services	
Daimler AG, Stuttgart	5,153 ↓	10,411	14,000	21,168	Automotive	(1)
Hannover Rückversicherung AG, Hannover	4,566 ↑	2,952	336	217	Insurance	(2)
HeidelbergCement AG, Heidelberg	4,019 ↑	2,600	5,800	5,500	Cement	(1)
SAP AG, Walldorf	3,746 ↑	3,709	4,000	750	Software	
Volkswagen AG, Wolfsburg	3,617 ↓	4,236	1,400	1,400	Automotive	(1)
Henkel KGaA, Düsseldorf	3,539 ↑	2,557	6,500	5,714	Industrial Organic Chemicals	(1)
Bertelsmann AG, Gütersloh	3,481 ↓	4,640	17,000	17,000	Media, Publishing	
adidas AG, Herzogenaurach	3,280 ↓	4,013	9,716	9,716	Sports Wear	(1)
Münchener Rückversicherungsgesellschaft, Munich	3,237 ↓	3,600	1,211	1,200	Insurance	
E.ON AG, Düsseldorf	2,570 ↑	2,492	3,256	2,977	Power Generation	
Evonik Industries AG, Essen	2,306 ↓	2,813	3,500	4,000	Industrial Inorganic Chemicals	
Linde Group, Munich	2,144 ↓	2,595	400	400	Industrial Gases	(1)
Deutsche Bahn AG, Berlin	1,773 ↓	2,332	5,960	7,300	Freight Transportation	
Porsche AG, Stuttgart	1,615 ↓	2,125	180	243	Automotive	(1, 5)
Deutsche Lufthansa AG, Köln	1,500 ↓	1,583	776	776	Air Transportation	(6)
B.Braun, Melsungen	1,370 ↑	827	4,234	3,183	Surgical/Medical Instruments	
ZF Friedrichshafen AG, Friedrichshafen	1,322 ↓	1,752	4,660	5,917	Automotive	
GEA Group AG, Bochum	1,198 ↓	1,285	2,224	1,400	Engineering Services	(4)
Freudenberg Dichtungs-und Schwingungstechnik, Weinheim	1,125 ↑	976	6,184	6,184	Automotive	(1)
Helm AG, Hamburg	1,100 ↑	494	292	75	Chemicals	
Lanxess, Leverkusen	1,046 ↓	1,492	800	n/a	Specialty Chemicals	
Hochtief AG, Essen	1,040	n/a	2,022	n/a	Construction	
Andreas Stihl AG & KG, Dieburg	911 ↓	942	2,036	2,300	Power Tools	
Würth-Gruppe, Künzelsau-Gaisbach	910 ↓	984	370	370	Maintenance Supplies	
Cognis GmbH & Co. KG, Monheim	767 ↓	1,011	1,300	1,160	Chemicals	(1)
Behr GmbH & Co. KG, Stuttgart	729 ↓	1,004	2,220	2,694	Automotive	(1)
Schott AG, Mainz	600 ↓	675	2,600	2,300	Glass & glass-ceramic products	(1)
BSH Bosch und Siemens Hausgeräte GmbH, Munich	600 ↓	721	1,400	1,950	Kitchen Appliances	(1)
Infineon AG, Munich	598 ↓	2,585	700	832	Semiconductors	
Puma AG, Herzogenaurach	534 ↓	878	1,298	1,298	Sports Wear	(1)
Knorr Bremse AG, Munich	475 ↓	485	2,559	6,000	Railroad Equipment	(1)
Beiersdorf AG, Hamburg	413 ↓	1,071	2,342	2,342	Branded Consumer Goods	(1)

Conversion rate of 1.39 (2009 yearly average) applied when sales given in EUR. (1) North America (exclusive U.S. figures not available) (2) Gross Written Premium (3) 2008 Sales (exclusive 2009 figures not available) (4) Americas (exclusive U.S. figures not available) (5) selectory.com (6) estimate

Do Germans and Americans Understand Each Other?

Two economies intertwined. Allies within Nato. Shared linguistic, cultural and religious roots. Countless personal and familial connections. If we're honest with ourselves, however, Germans and Americans think and act differently. In areas key to the success of their cooperation. Just one topic. Persuasion. Let's reflect, if only briefly.

Objective

The Germans separate message and messenger. Content takes center stage. Arguments should speak for themselves. Americans link message and messenger. Content, form and presenter form a unity. "Sell yourself first, then your product or service." Germans are wary of the American approach, suspecting personality distracting from weak arguments. Americans find the Germans impersonal and distanced: "Why should I be persuaded, when the presenter isn't even persuaded?"



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of a given situation is understood by Americans as pessimistic, negative, at times destructive.

Analytical

Germans are systematic in their thinking. Complexity is grasped by utilizing theories and models to understand how component parts interrelate. Americans break down complexity into its component parts, focus on the essential, in order to take action. Americans are sceptical of too much theory, arguing instead with facts and experience. Facts and experience, without a convincing description of the big picture, do not persuade Germans. To concentrate on key variables only means overlooking important aspects. Americans are seen as superficial and over-simplifying. The German inclination to paint the big picture can make a professorial and arrogant impression on American ears,

Competent

Germans comprehend problems as problems. Competent is he who identifies and understands the problem, then recommends its solution. Americans strive to see problems as opportunities. Competent is she who is able to maximize the gains they offer. Hastily interpreting a problem as an opportunity signals to Germans an inability to recognize the seriousness of the situation. Americans can appear naive. The German focus on the weak points

comprehensiveness as long-winded, overly complicating and impractical. Americans become impatient.

Realistic

For Germans, if reality is the present, to understand the present, is to understand how it became such. To be realistic is to understand the past. For Americans, to be realistic is to understand what is possible. The possible is determined by present circumstances and by the ability to shape a new present, a future present. To be realistic is to envision a future. American visions are often perceived as not grounded in an accurate understanding of the status quo. They want to move forward without first establishing their starting point. German overemphasis on the present as a product of the past is seen as backward-looking. A vision of the future, forward movement, necessarily means moving away from the past.

Persuasive

In Germany, to persuade is to inform persuasively. The line of argumentation guides an audience to its logical conclusion. Selling the conclusion is not necessary. In the U.S., to persuade is to sell persuasively. Persuasive argumentation leads the audience to a choice. The audience is asked to make a choice. From the

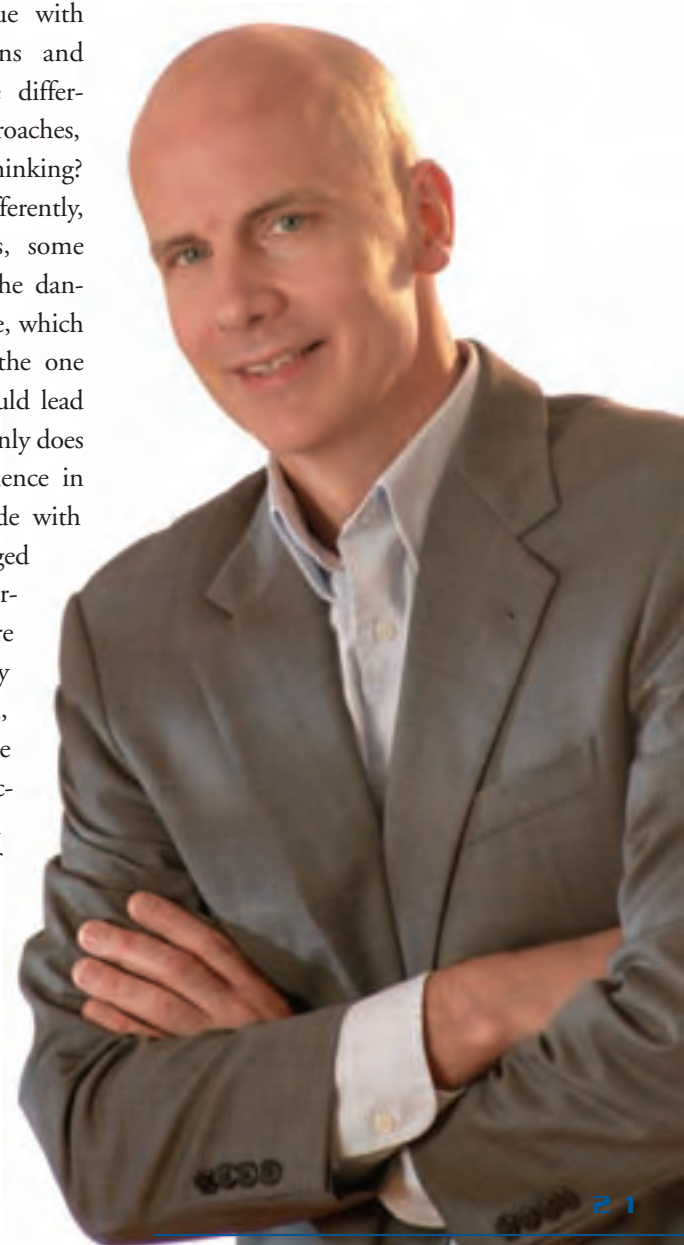
German perspective, Americans sell, put on a show, do not persuade. Information is not presented in a professional way. The audience is confronted with either buying or rejecting. From the American perspective, Germans only inform, give academic lectures, don't sell. The audience is left hanging.

Why reflect?

Why enter into dialogue with each other, as Germans and Americans, about subtle differences in inclinations, approaches, in logics, in ways of thinking? Simple. If we persuade differently, there'll be consequences, some positive, some less so. The dangers: A persuasive message, which comes across clearly in the one business culture and should lead to necessary action, suddenly does not reach its target audience in the other. Decisions made with broad consequences, judged by the one logic to be persuasive and therefore legitimate, are viewed by the other as suboptimal, perhaps even unjust. The misperceptions create friction and mistrust. Both sides accuse the other of being political. The fundamental willingness to be persuaded declines rapidly, and with it the performance of the entire organization. **GAT**



John Otto Magee, an American, has lived & worked in Germany for 20 years. A graduate of Georgetown University & Die Freie Universität Berlin, he was a senior policy advisor to the CDU/CSU Parliamentary Group in Bonn & a management consultant within Siemens in Munich. John advises Dax30 & Fortune25 companies on cross-border cooperation. john.magee@magee.de



Dream CATCHERS



Andre Wechsler from Hamm brings the famous German sausage to New York City.

I was born in Hamm and after graduating from high school (Abitur), I studied Macroeconomics in Muenster. My first job took me to Düsseldorf, where I worked as an auditor for Deloitte. After two years in auditing, I went to Los Angeles and San Francisco to complete my CPA (Certified Public Accountant) exam, the American “Wirtschaftsprüfer”. After another two years in Mergers & Acquisitions which included working throughout Europe, I was given the opportu-

nity to go on a three-year assignment to Deloitte’s M&A practice in New York. About half a year before the end of the three-year term, my wife and I decided that we would like to stay in New York. And so I joined a client of mine, Tri-Artisan Partners, a privately held investment bank. At Tri-Artisan Partners, I worked almost exclusively in the private equity business, covering the retail and restaurant sector. In January 2008, I left my job at Tri-Artisan to start my own venture.

Currywurst!



PHOTO CREDIT: JOERG IOHSE



All photos: Joerg Lohse

I was determined to start a business on my own and asked myself what I really miss here in New York. The answer was: Currywurst. So I ventured out to look for a restaurant space and to introduce the most delicious German street food to New Yorkers. The restaurant opened on February 16, 2009.

Why America

I always liked spending my vacations in America. After graduating from high school, my cousin and I went on a ten-week road trip through the Western States and the National Parks. While racking up miles on this trip, I became fascinated with the vastness and the natural beauty of the country. This fascination brought me back to do another two similar road trips. Before my wife and I moved here, neither of us had spent a lot of time in New York. It was usual-

ly a one or two day stop-over on the way to the West Coast. It took us more than a year to get familiar with the city, to find friends and to feel at home. My wife and I both worked for a few different local firms here in the city and while doing very fast paced and high energy jobs, we did not have much time to reflect on our lives. We got immersed in the city and looking back, it is clear that New York changed us and we adapted to the New York lifestyle. However, we found our little sanctuaries in the city, a quiet back yard, nice restaurants, music venues and recently even some bike lanes. So, I am not sure why New York, maybe we have never really chosen to live here, maybe New York picked us.

Cultural Surprises

I find it difficult to think about America as one cohesive place.



Andre Wechsler, owner of Wechsler's Currywurst

The country is so vast, and there are many cultural differences depending on where you are. I was and I still am surprised how people from different backgrounds come together and help each other when it is needed. There is a great spirit of community and volunteerism among the people.

Biggest Challenge

During my time as an employee, the biggest challenge was to obtain the necessary work visa. I went through four different visas in seven years before I received my Green Card in 2008. A whole different set of challenges came up when I started my business. The general perception of America is that it is an entrepreneurial and friendly country where people from all over the world come to to fulfill their dreams. I still believe that this is true, but for me this relates more towards the

>>

FAST FACTS WECHSLER'S CURRYWURST

Names of President:	Andre Wechsler
Hometown:	Hamm, Germany
Location:	120 First Avenue, East Village, New York
Year Founded in the U.S.:	2008
Business Activity:	Restaurant / Bar
Number of employees:	13



All photos: Joerg Lohse



www.currywurstnyc.com

general attitude of the people here. In my experience people here are more pragmatic, have a “can do” attitude and generally see risks as opportunities. Deal-

ing with the City and State agencies (e.g. Department of Buildings, Department of Transportation, Community Boards, State Liquor Authority) to obtain the necessary permits to operate a business was definitely my biggest challenge.

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Greatest Inspiration

In a business context, my greatest inspiration was the enthusiasm of the people and the entrepreneurial spirit among Americans. I found that in general people here in New York are always open to new ideas.

Future Goals

My wife and I are planning to stay here in America for the near future. Since our families are in Germany, we would like to split our lives between Germany and New York at some point. For my business, I am planning to open a few more locations over the next years. **GAT**

Colorado

Moving Mountains for a Greener Economy

COLORADO FACTS:

- Home to the city that according to the U.S.-Census Bureau, best represents the population make-up of the United States.
 - The only state in history to turn down hosting the Olympic Games.
 - Deemed in a recent Forbes ranking to have the second most attractive labor pool in the country.
 - Colorado was the first state to force a decision on the implementation of a renewable energy standard through a public vote.
-

Even if you already knew that the town of Fountain, CO best represents the demographical composition of the United States or that Colorado was the only state in history to turn down hosting the Olympic Games – bear with us to learn more about a state that offers a truly unique blend of serene nature and high-tech industry.

Colorado has much to offer - not only to tourists seeking calm in one of the state's four national parks or adventure on the slopes stretching out over 40,000 acres of skiable terrain throughout the Rocky Mountains – but especially as an innovative business environment attracting many of Germany's most dynamic companies.

In recent years, Colorado has consistently been ranked among the best states for business in the United States. In 2009, it reached third place in CNBC's "Top States to do Business" assessment and came in fourth in a similar ranking conducted on forbes.com. According to U.S. News & World Report, Colorado is also the 3rd most attractive state for starting up a new business operation.

A great density of research facilities, many of which are grouped around the National Center for Atmospheric Research (NCAR) in Boulder, is one of the state's biggest economic assets, most evident in contributing to a highly skilled workforce. Yet another Forbes ranking recently deemed Colorado to have one of the two best labor pools in the country. >>



Colorado Goes Green

While Colorado's pristine nature appeals to tourists as an escape from digitalized 21st century hectic, the state's research infrastructure is a beacon for technological progress. What may seem like an odd pairing today provides an ideal backdrop for Colorado's ambition to play a leading role in a greener US economy.

Genuinely committed to preserving their natural assets, Coloradoans were the first in the nation to bring about the implementation of a renewable energy standard by public vote in 2004.

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COLORADO

- Population: 5,024,748
- Size: 104,185 sq mi. (269,837 sq km)

part also justified their 1976 rejection of the Olympic Games (that was once again attained through a public vote) by pointing out the pollution an event of this scale would cause.

...And Becomes A Hotspot for Innovative Green German Business

The traditionally dense network of research institutions has long been drawing innovative know-how to Colorado. When it comes to the renewable energy industry, especially the wind sector, this dynamic is further supported by favourable natural conditions. According to National Renewable Energy Laboratory (NREL) stats, Colorado's wind could power nearly 67 million homes per year if fully harnessed. The combination of good wind conditions and the proximity to major research institutions for example induced Siemens to establish its new Wind Turbine testing facility in Boulder in 2008.

"Boulder will be Siemens' first wind turbine R&D competence center in the U.S. and will increase our ability to competitively serve this important market. Because of the proximity of important institutions such as NREL and the NWTC, Boulder is the perfect location for a R&D center in the U.S." said Andreas Nauen, CEO of the Siemens Wind Power Business Unit.

Siemens is only one amongst a number of big players in the renewable energy industry that

After a Renewables Portfolio Standard draft had been turned down by the legislature four times, a bill known as amendment 37 was eventually implemented through the support of a majority of Colorado voters. After being voted into law in late 2004, the amendment provided a timeframe requiring major utilities to gradually increase the percentage of their retail electricity sales drawn from renewable sources.

While the final goal of amendment 37 was to reach a renewable energy share of 10 percent by 2015, the momentum in the state has meanwhile picked up remarkably, leading to the recent approval of a significantly more ambitious initiative. Colorado's legislature signed off on a bill raising the bar for utilities to a 30 per cent share of renewables by 2020, thus making it one of the most progressive energy policies in the country. Additionally, the bill calls for several coal-fired power plants to be shifted to natural gas by 2017. Clean air, it seems, ranks high among the priorities of Coloradoans who in

have very recently decided to establish operations in Colorado. Many of these newcomers are German. Wind giant REpower relocated its headquarters from Oregon to Denver in late 2009, after seeing a surge in demand in regions beyond the West Coast. "Since 2007, we have managed our US wind energy business from a Portland, OR office located near our initial projects in California, Oregon and Washington. Today we are seeing our business grow rapidly to other regions of the US. Denver – centrally located, with an excellent national and international transportation infrastructure and supportive business climate, provides those characteristics we believe will help us succeed in meeting our US business goals," explained Steve Dayney, CEO of REpower USA Corp.

But Colorado's climate does not only benefit the wind industry. With an average of 300 days of sunshine a year, the state has also increasingly become a hotspot for solar businesses. German Conergy, the world's largest company solely dedicated to solar energy, is running its US-operations out of Denver. Here, it will soon be joined by Kassel-based SMA Solar whose new Denver plant is to take up its operations by the middle of 2010. The facility will focus on the production of solar inverters, serving to convert direct current electricity from solar panels into alternating current to be fed in the electricity grid. At \$22.3 million, the new plant thus far constitutes the single largest German invest-

ment in the state and is expected to create up to 700 new jobs.

With this influx of German business to the region, Dan Cheatham II, Director of the Colorado Chapter of the German American Chamber of Commerce of the Midwest, has also observed a strong increase in membership at the local chapter. "The chapter has seen rapid growth recently, in part due to the restructuring of our chapter to emphasize the increasing economic status of Colorado in a global economy, and because of the recent growth of the Renewable Energies Sector within the state and the Rocky Mountain Region. As more emphasis is placed on the economic viability of the RE sector, more and more domestic companies located here in this state are establishing contacts to German energy developers and associated production companies. Their explicit desire is in the exchange and development of applied technologies between our two locations. This movement is bilateral involving the import and relocation of German companies to Colorado as well as the extension of domestic companies into Germany and Europe."

When asked about the challenges German newcomers face in the region, Cheatham points to a general shortage of a similarly trained work force in the United States, originating from the different vocational training systems used stateside as opposed to in Europe. While German companies are



National Renewable Energy Laboratory (NREL) in Boulder



Solar Energy Research Facility at NREL



National Wind Technology Center at NREL

used to employing workers who are already well associated with the materials and subject matter with which they will be working, their American peers rely on "on the job" training. This issue is of special relevance to companies operating with sophisticated technical equipment and sensitive materials. Cheatham points out however, that in comparison to other states, Colorado, with one of the most educated populations in the nation, makes it easy for employers to swiftly close this gap between theory and practice. **EAT**



Learn more about Colorado as an investment location by visiting www.gaccco.org

Learning "Germany" in New York City

Deutsches Haus at New York University: The premier school for German language instruction in New York City

PHOTO: CHRISTOPH RADKE 2009



Dr. Kathrin DiPaola (Director, Deutsches Haus) and Berlin artist Nicolaus Schmidt. Opening "God Dancing/Spiders Flipping", DH September 2009.

FACT #1:

German is spoken by approximately 130 million people in Germany, Austria, Switzerland, Liechtenstein, Luxembourg, and in parts of Belgium, Northern Italy, and Eastern France. In the business world, German is a key language in the European Union and the new economies of Central and Eastern Europe. After English, German is the second most important language worldwide for business, tourism and diplomacy.

FACT #2:

Learning a language is more than memorizing vocabulary lists, declinations and case endings. Learning a language means learning a culture.

If you want to learn German as a foreign language in New York to better communicate with your business audiences - or for any other reasons - there is one place in New York that offers the best language education since 1976: Deutsches Haus at New York University.

Our unique expertise lies in a combination of unparalleled program flexibility to best accommodate the needs of our learners as well as the outstanding teaching staff of trained professionals to conduct our group and individualized services. Each learner, individual or as part of a class, receives a personal assessment to customize the German learning experience, rendering it as effective and efficient as possible. Whether the course is designed for a group in a corporate environment, upper management individual preparation courses, or immersion weekends, our certified program staff will assist you in putting together a useful curriculum. The high quality and standard of all of our Deutsches Haus courses is closely monitored and evaluated by the Goethe-Institut New York, which has granted us the status of the partner for language courses, as well as the rights as official Goethe-Institut examination center.

At Deutsches Haus, learners can choose between a variety of standard group courses or the comfort

of private instruction in their home or office. Group courses are conveniently scheduled in the evenings and on Saturday. We also offer the option of lunch classes. Our staff consists of German instructors (Deutsch als Fremdsprache) with years of teaching experience in addition to qualifications in the field of translation, legal and business German, the arts, literature and film studies. They also participate frequently in professional development workshops and conferences and their work is being evaluated by our students each term with the most positive results.

The Deutsches Haus Language Program consists of the following:

Corporate Instruction

Private instruction on demand for companies. Depending on the need of the client, we design a curriculum to train employees. Our former and current clients include the family of Mr. Murphy - the present US-Ambassador to Germany, Bertelsmann Verlag, E.ON. North America, Nord LB, Eurohypo AG, LuK USA LLC, Chromalloy New York, Wagner Society of Washington DC and St. Hilda's and St. Hugh's School, just to name a few.

Private Instruction

All of our private courses are tai-



Professional development workshop

lored to the specific needs of the student or group of students. Hours and location are flexible and we work closely with the student's schedule to ensure the most effective instruction.

Standard Group Courses

Most of our students enroll in the Basic Beginner level and continue with us throughout the complete course range from Beginner to Very Advanced (10 different levels). Through our internally developed placement exam, we are able to determine the starting level, from which the student would benefit the most.

Children's classes

Our children's program started as a small private instruction group that developed into the large language program we currently offer. Our classes cater to both bilingual German children as well as beginners, from age 3 through 10.

Special Courses

Our philosophy is to show the German world to our students from every possible angle. We offer topic-related special courses designed to appeal to and deepen the students' knowledge about specific cultural, linguistic or literary interests. Some of our

previously taught courses are "Conversation with Film and Music", "Meet the Author", "Herta Mueller", "Berlin on Film", "Advanced Reading Knowledge" and "Business German". This year, we included "Travel Germany" and "Sütterlin Script" as weekend immersion workshops.

Goethe-Institut Language Exams

In the State of New York Deutsches Haus is the only licensed official examination center for the internationally recognized Goethe-Institut exams (Start 1 and 2, B1-Zertifikat Deutsch, Goethe-Zertifikat B2 and Goethe-Zertifikat C1). The exams are held twice per year and are open to the public. The success rate is very high, almost 100%, and the participants number is growing each year. Most of our teachers are also certified exam supervisors. **EAT**



Founded in 1977 as one of New York University's prestigious international houses, Deutsches Haus at NYU is a key American institution in the New York City area fostering German-American and international understanding. In a globalized world, DH believes in the importance of a deep trans-Atlantic understanding and dialogue.



Experience Germany in NYC

With a broad and very active cultural program, Deutsches Haus brings cutting edge research, political developments, artistic expression, and contemporary daily German life to New York City. Where else can you meet Mayor Bloomberg, Daniel Kehlmann, Gesine Schwan and Hape Kerkeling (just to name a few) in one season in an intimate setting? **For more information on our programs, please visit:**



www.deutscheshaus.as.nyu.edu

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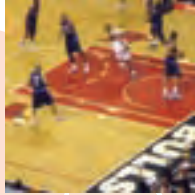


CHRISTIE'S
GREAT ESTATES

GACC Highlights

March/April 2010

3/6 YEC EVENT
Chicago Bulls
vs Dallas Mavericks



3/8 Tax Legislation
Seminar



4/18 HR
Executive Circle

3/17, 4/21 YEC
Monthly Stammtisch



4/19-23 Green
Building Innovation
Delegation & Conference



3/16 GACConnect:
Business Networking
"Stammtisch" ●
San Francisco, CA

Denver, CO ●

3/11 GACCCO
2010 Annual
Membership Meeting



4/14 Expert
Luncheon Solar Energy

Los Angeles, CA ●



4/26 3rd Energy
Efficiency Symposium

3/18 March Treffpunkt
Business Forum



4/20 2010
EuroNetworking
Reception

Hannover ●

Berlin ●



4/18 GACC Delegation
to the Hannover Fair

3/22-23 2nd Annual
German American
Energy Conference

Austin, TX ●

4/13 Expert Luncheon
on Solar Energy
"SCHOTT Solar - A German
American Success Story"



4/14 Wind Boom in Texas:
2nd German American
Wind Energy Conference





4/9 3rd Annual
Winetasting Gala

Minneapolis, MN



3/23 Presentation &
Networking Reception at
MSOE Grohmann Museum

Milwaukee, WI

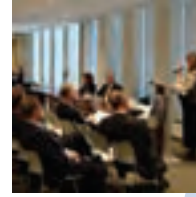


4/14 MI Chapter:
SAE Reception 2010

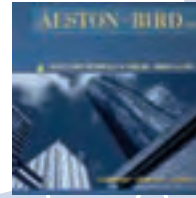
Detroit, MI



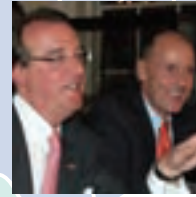
3/16 Intercultural
Workshop: Do Germans
& Americans understand
each other?



4/12 IP and Media Law:
Who owns the News?



4/21 Annual Meeting
hosted by Allston & Bird LLP

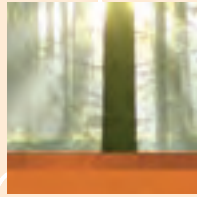


4/21 Journalist Roundtable:
Caroll H. Neubauer, B. Braun
Medical, Inc. commenting
on the Health Care Reform

New York, NY

Philadelphia, PA

3/3 Business Seminar
with Ernst & Young



4/8 Expert
Luncheon Bioenergy



3/2 Lunch Discussion
with Steven Hill on
"Models of Capitalism
in the 21st Century:
The U.S. vs. Europe"

4/27 Enhance your
business with links
and friends: Online
Social Media and You

3/30 Breakfast with
our CEO & President,
Kristian Wolf



4/20 After Hours
Business Networking
@ Poggenpohl

Atlanta, GA

Savannah, GA



ANNUAL GENERAL MEETING

On Friday, April 30, the GACC South held its Annual General Meeting in Savannah, GA to explore developments in the future of trans-Atlantic trade and specifically, German investment in the Southeast. The AGM doubled in size from last year and included many members of the Savannah community.

Houston, TX



3/3 After Hours
Business Networking



3/30 Business Luncheon:
"Getting Your Message
Across - How to Win Over
German Clients"

GERMAN AMERICAN TRADE

THE MAGAZINE OF THE GERMAN AMERICAN CHAMBERS OF COMMERCE

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EVENT CALENDAR

May 4 - June 23, 2010



May 4
 YEC Professional Seminar
 "Presentation Skills Workshop"
 Held by GACC South
 Atlanta, GA
www.gaccsouth.com

May 4
 Germany: Driving the Digital
 Future - Media Technology
 Innovations from Fraunhofer
 Heinrich Hertz Institute
 Held by GACC San Francisco
 San Francisco, CA
www.gaccsanfrancisco.com

May 7
 10th Annual MERLIN Awards Gala
 Held by GACCoM
 Chicago, IL
www.gaccsouth.com

May 11
 Business Seminar
 "Mobile Technology
 for Businesses and Consumers"
 Held by GACC South
 Atlanta, GA
www.gaccsouth.com

May 11
 Solar Expert Luncheon
 Held by GACC San Francisco
 Phoenix, AZ
www.gaccsanfrancisco.com

May 11
 Young Professional Social Mixer
 Held by GACC South Texas Office
 Houston, TX
www.gacctexas.com

May 11
 Solar Expert Luncheon
 Held by GACCNY
 Philadelphia, PA
www.gaccny.com

May 15
 Education in a Global Economy
 Held by Minnesota Chapter
 Minneapolis, MN
www.gaccm.org

May 16
 Atlanta Bi-National Tennis
 Challenge organized by BABG
 Held by GACC South
 Atlanta, GA
www.gaccsouth.com

May 18
 German American
 Photovoltaics Conference
 Held by GACCNY
 Lyndhurst, NJ
www.gaccny.com

May 18
 Young Executive Social Mixer
 Held by GACC South Texas Office
 Houston, TX
www.gacctexas.com

May 19
 YEC Stammtisch
 Held by GACCoM
 Chicago, IL
www.gaccm.org

May 19
 Asparagus Dinner
 Held by GACCNY
 New York, NY
www.gaccny.com

May 20
 A Taste of Germany
 Spargel Gourmet Dinner
 Held by GACC South
 Atlanta, GA
www.gaccsouth.com

May 20
 EACC Spring
 Networking Event 2010
 Held by GACCNY
 New York, NY
www.gaccny.com

May 21
 Asparagus Dinner
 Held by GACC South Texas Office
 Houston, TX
www.gacctexas.com

May 25
 GACCConnect: Business
 Networking "Stammtisch"
 Held by GACC San Francisco
 San Francisco, CA
www.gaccsanfrancisco.com

May 26
 Spargelfest
 Held by GACC PHL
 Philadelphia, PA
www.gaccphiladelphia.com

May 26
 YEC Boat Cruise
 Held by GACCNY
 New York, NY
www.gaccny.com

June 3
 E-mobility Conference
 Held by GACC South
 Atlanta, GA
www.gaccsouth.com

June 8
 Workshop Conflict Management
 Held by GACCNY
 New York, NY
www.gaccny.com

June 12
 Atlanta International
 Soccer Fest, Tournament
 Held by GACC South
 Atlanta, GA
www.gaccsouth.com

June 16
 Golf Outing
 Held by GACC PHL
 Philadelphia, PA
www.gaccphiladelphia.com

June 16
 YEC Stammtisch
 Held by GACCoM
 Chicago, IL
www.gaccm.org

June 19-20
 Breakfast w/... Our Newly
 Elected Board of Directors
 Held by GACC South
 Atlanta, GA
www.gaccsouth.com

June 21-25
 Bio Energy Conference
 and Delegation
 Held by GACCoM
 Des Moines, IA
www.gaccm.org

June 23
 Dinner with State Secretary
 Dr. Bernd Pfaffenbach
 Held by GACCNY
 New York, NY
www.gaccny.com

June 23
 Business Seminar
 "Federal, State and Local
 Incentives for German Companies
 Locating in the Southeast"
 Held by GACC South
 Atlanta, GA
www.gaccsouth.com

Risky Business!



www.jkj.com

GAT: Your company does business in Germany and the United States, and other countries - how do you manage the Property and Liability Insurance and Employee Benefits Insurance Programs?

WHITE: Managing risk and understanding the issues that affect you and your employees, in the countries you choose to do business, are very important. There are three primary areas for German American businesses to focus on: *Communication:* Insurance companies and brokers located in each country do not effectively communicate with each other. "Face to face" time, uncovering client needs, understanding of the issues and developing a plan of action with constant communication between all parties, is the most effective solution. *Coordination:* Poor communication creates misunderstandings relative to coordinating respective risk management programs. This can result in gaps in coverage. Regulations and legal requirements are often misunderstood. There must be coordination of programs from all the parties, of the coverage terms and the implementation of the plan. *Compliance:* This issue centers on tax obligations, revenue recognition and the appropriate allocation of expenses. There can be accounting issues relative to pay-

Bruce White is a partner in Johnson, Kendall & Johnson, Inc. and JKJ&H International, located in Newtown, PA. Bruce has been an active member of the German American Chamber of Commerce in Philadelphia for many years and began serving on the Board in 2009.

ment of a claims; duplicate insurance coverage in each country provided by the insurance program in the other country; and coverage and defense determination issues for the insurer. There will be complex issues to work through if coverage is not placed accurately. Providing focused risk management, insurance and employee benefits program resources to the parent and subsidiary company drives value. Client focused integrated solutions will be more efficient, and cost effective and provide you with the communication, coordination and compliance that is needed, for the German American company today!

GAT: Which trends and challenges do you see in the near future in your industry?

WHITE: Our Industry is highly regulated, federal, state and local. The amount of regulation continues to grow. The consumer has a difficult time understanding how it all works. Our Industry needs to do a better job of communicating and coordinating coverage so it works for all!

GAT: You have been a Director of the German American Chamber of Commerce for 1 year. How do you see the role of our chamber and how has Johnson,

Kendall & Johnson benefited from the board membership?

WHITE: Our involvement with the board, members and our German American clients helped us recognize that there are differences in culture and customs related to transacting property and casualty and employee benefits insurance placement. The need to address and improve on this helped us formulate the business objectives of our German American joint venture, JKJ&H International. **GAT**

BOARD MEMBER INFO

JKJ & H International is a joint venture between Dr. Friedrich E. Hörtkorn GmbH of Heilbronn, Germany and Johnson, Kendall & Johnson Inc., of Newtown, PA created for the sole purpose of providing Risk Management, Insurance and Employee Benefits Program advice and services for German American owned companies.

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