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By 1978, the relationship between Germany and the United States was warming during the Cold War. Shared cultures and a commitment to trade provided the perfect atmosphere for beneficial cooperation between the two countries.

That’s why, in that same year, Dr. Eike Jordan founded the German American Chamber of Commerce of the Southern U.S. (GACC South). Then, Dr. Jordan was aided by only one employee with five member companies. Today, there are almost 700 member companies and 25 dedicated employees continuing his work and fostering an even stronger German-American friendship.

In light of recent views on transatlantic relations, the GACCs play a more vital role than ever in enlarging our trade discussions, fostering a positive relationship and helping both countries prosper.

As we celebrate our 40th anniversary this year, we’re remembering all our amazing accomplishments, but in no way will we be resting on our laurels. We are taking a detailed look at every aspect of how we serve our customers and have identified key areas of improvement. With the help of outside consultants, we reviewed the complete value chain and member offering portfolio. You may have even heard about how some of these changes are taking shape, such as a focus on member companies with dedicated Customer Relationship Managers in key markets, improved reachability via our website’s chat functionality and more impactful events.

And that’s just the beginning. We are launching Salesforce and updating our website with improved technology. We are also expanding our portfolio where it matters most: by helping companies hire and train skilled labor. In fact, our Skills Initiative has proven to be so popular that we have decided to add new clusters and dual apprenticeship programs in the logistics and warehousing field.

With our sights set on so many lofty goals, the future of the GACC South looks as bright as our illustrious history. And we would love for you to be part of it all as a member or participant, including joining us for our 40th Anniversary Gala on October 27th in Atlanta, GA.

Stefanie Ziska
President & CEO
German American Chamber of Commerce of the Southern U.S., Inc.

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For the past 20 years, Wuersch & Gering has helped German clients navigate through the complexities of U.S. law. From its beginnings as a corporate and securities boutique formed by two escapees from a prominent Wall Street law firm, Wuersch & Gering has evolved into a dynamic law firm whose more than 30 professionals support foreign clients in corporate, securities and commercial law, litigation, intellectual property, tax and immigration. The majority of the firm’s clients are located in Germany, Switzerland, Austria, Italy and other European countries. Eight of the firm’s 22 lawyers are fluent in German, several are bi-lingual in Italian and French, and all have a background in international law.

What is the reason for the firm’s success? Managing partner and founder, Dr. Daniel A. Wuersch describes the firm’s approach as follows: “We have always remained true to our core principle: We create value for our clients by giving them practical advice for their specific needs.” He acknowledges that other law firms make similar claims, but he adds: “Because of our attorneys’ international backgrounds and extensive cross-border experience,
we are ideally positioned to bridge the cultural gap that often exists between our German clients and their U.S. counterparts.” Travis Gering, the firm’s co-founding partner, notices another important characteristic that sets the firm apart: “Like our clients, we are successful entrepreneurs and understand that they expect us to deliver strategic advice and concrete results.”

Twenty years ago, the firm’s founders recognized the difficulties middle market investors and companies from across the Atlantic face when seeking legal advice in the United States. They understood that large corporate law firms were not ideal partners for many companies and investors in this segment of the legal market. Wuersch & Gering’s success proved the founders’ vision correct.

“Foreign clients in the middle market segment are interested in value and personal attention. They look for the same trusted relationship with their U.S. counsel that they have with lawyers at home,” says GACC board member, Hilde Holland, who heads the firm’s immigration practice, “Wuersch & Gering’s client-centric philosophy convinced me to join the firm in 2004, and the loyalty of my clients is testimony to its value.”

Wuersch & Gering is not only committed to personal attention to its clients, it also strives to create value through efficiency and focus in its operations. A partner or senior counsel is actively involved in all matters handled by the firm to ensure that team members concentrate on the issues that are important to a client. Administrative processes are informal so that the firm’s professionals can devote most of their time to servicing clients. The firm’s hourly rates are deliberately kept at similar levels to those charged by firms in Europe. Combined with lean teams assigned to handle client matters, this approach results in substantial savings to clients.

Wuersch & Gering understands that low rates are not sufficient to retain a competitive edge. The fact that firms outside of New York, Chicago or Los Angeles offer competent legal advice at lower rates has not escaped the attention of foreign clients. “However, we still beat these firms on efficiency and determination. Larger firms often need double or triple the manpower to achieve a
similar level of competency to ours”, observes senior corporate counsel, Jason Rimland. Dr. Wuersch adds, “a German client will have a hard time finding the same combination of international expertise, in-depth understanding of the differences in German and U.S. business and legal culture, language skills, and commitment to quality that we offer.”

The firm is managed by a committee consisting of the founders, Hilde Holland and Gregory Hauser, senior litigation partner, who joined the firm from Alston & Bird in 2006. He emphasizes the firm’s collegiality and inclusive approach as unique assets of the firm. Five of the firm’s 11 partners are women, a ratio rarely seen at other law firms. He also sees an advantage in the firm’s size: “We are able to handle matters in a balanced and efficient way because our size permits an informal and close cooperation among lawyers in different practice areas. This is different from larger firms, where lawyers in different practices often work in isolated silos. This can result in myopic advice that misses a more comprehensive perspective.”

This is especially important in the firm’s transactional practice. Marco Palmese, partner in the firm’s corporate department, points out that clients profit from insight that lawyers with different perspectives have. “I can literally go next door to discuss an issue with a member of our tax group or one of our intellectual property specialists. This proximity enhances my understanding of issues outside of my area of practice.” His sentiment is shared by Janet Murtha, whose practice focuses on funds and investment advisers, “Our approach is definitely more holistic than that of other firms. This is of tremendous value to our clients.”

The founders recognized this value early, when they realized that they needed tax competence to support their transactional practice. Jay Soled, professor at the Rutgers University Business School and a frequent commentator on tax matters in leading news media such as The Wall Street Journal and The New York Times, became counsel to the firm soon after its formation. In 2014, Maureen Monaghan joined to head Wuersch & Gering’s tax department. She decided to move to the firm because its orientation on solutions was an ideal match for her pragmatic approach to advising clients in international tax matters. She also

“Business law firms rarely have an immigration practice or, if they do, the practice is not well integrated into the firm.”

Hilde Holland, head of immigration practice
enjoys being able to explain complex tax issues to her clients in German. Despite her Irish last name, Ms. Monaghan is one of the firm’s bi-lingual German speakers.

The firm’s litigation team handles complex commercial, corporate and intellectual property litigation and arbitration. David Rivkin, who joined the leadership of the firm’s litigation department last year, describes the firm’s approach to litigation as follows: “The firm is able to handle international litigation and arbitration matters more efficiently than many of its larger competitors because each of our litigators is constantly exposed to issues unique to cross-border litigation. This gives us a real edge in front of a judge who may only occasionally hear an international matter.”

Intellectual property also has been part of Wuersch & Gering’s practice since the early days of the firm. Thilo Agthe established the firm’s trademark, copyright and IP licensing practice in 2002. In 2016, the firm added two partners from the now defunct IP firm, Kenyon & Kenyon. This added a broad spectrum of new services to the firm’s intellectual property practice ranging from patent prosecution and litigation to IT counseling. Maria Palmese, who started the firm’s patent practice in 2016, sees the firm well-positioned to provide comprehensive intellectual property advice to international clients. Her perception is shared by Christophe Durrer, who recently joined the firm from his position as Assistant General Counsel at Colgate Palmolive. “In my prior career, I often had to go to several lawyers, sometimes at different firms, to obtain the same advice that we are able to provide.”

Wuersch & Gering concentrates on practice areas that meet the needs of its foreign clients. This led the firm to embrace immigration and employment law as core disciplines. Hilde Holland finds that “business law firms rarely have an immigration practice or, if they do, the practice is not well integrated into the firm.” At Wuersch & Gering, corporate and litigation clients are served by the immigration team and vice-versa. The same is true for the firm’s employment practice headed by Sherica Bryan. She observes that there hardly is a foreign company

“Art has a tremendous impact on our firm culture, art not only makes our work more enjoyable, the annual exposure to a new artist also creates an exciting and inspiring environment for our team.”

Travis Gering, co-founding partner

IP Department (from left to right): Dr. Thomas F. Woolf, Maria Luisa Palmese, Thilo C. Agthe, Diana L. Guydo, Linda Shudy Lecomte
that does not encounter a culture shock when confronted with employment practices in the United States. “Our employment law could not be more different than that in Germany, and customary German expectations can get you into real trouble in the U.S.” German clients therefore have come to appreciate Ms. Bryan’s extensive experience in advising them on the complexities of U.S. employment laws.

A portrait of Wuersch & Gering would not be complete without mentioning the firm’s art program. Since 1999, Wuersch & Gering has provided artists the opportunity to show their work for up to twelve months in the firm’s Wall Street office. This year, the firm will celebrate its 20-year anniversary with a retrospective of artists it featured since its art program began. An annual cocktail reception celebrating the opening of a new exhibition mixes the firm’s passion for art with its devotion to the law and attracts a loyal following of clients, friends and art lovers. “Art has a tremendous impact on our firm culture,” comments Travis Gering, who was himself an accomplished professional musician before becoming a lawyer, “Art not only makes our work more enjoyable, the annual exposure to a new artist also creates an exciting and inspiring environment for our team.” Wuersch & Gering’s art program is a reflection of what the firm represents.

Wuersch & Gering does not take anything for granted and constantly explores new horizons for the benefit of its clients.

“The firm is able to handle international litigation and arbitration matters more efficiently than many of its larger competitors because each of our litigators is constantly exposed to issues unique to cross-border litigation.”

David Rivkin, litigation department

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THE WHO-IS-WHO IN GERMAN AMERICAN BUSINESS RELATIONS

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Global free trade is under attack. After decades of trade liberalization, which has involved tariffs being lowered and non-tariff measures to trade being lifted or removed around the world, the tide has turned. Facing a sizeable current-account deficit, the US recently announced duties on steel and aluminum imports from many countries and threatened tariffs on a vast array of goods from China. The affected countries, including China and the EU, have, in return, prepared a list of US exports that are to be slapped with tariffs in return. This tit for tat highlights the risk of further escalation.

In a tweet, US President Donald Trump stated that, for a country with a large current-account deficit (such as the US), “trade wars are good, and easy to win”, as such a country would have nothing to lose. This view is extremely simplistic if not outright wrong. In the words of classical economist Adam Smith, “Nothing can be more absurd than this whole doctrine of the balance of trade.” A country’s trade balance really is the worst measure of the benefits of trade. Most of these benefits are realized through imports rather than exports and include an increased selection of goods for consumers or cheaper intermediate goods for producers. Most importantly, free trade is not a zero-sum game, in which one country wins at the expense of another. All countries involved benefit as trade positively affects productivity gains. This reflects the spillover of knowledge into other areas as well as increased competition, all of which foster innovation.

Finally, trade is an important political tool in that it helps to spread common values and to maintain peace. As 19th century British politician Richard Cobden famously said, “Free trade is God’s Diplomacy. There is no other certain way of uniting people in the bonds of peace.” The European Union may be a good example in this respect, and one must not forget that the main goals of the Trans Pacific Partnership were as political as they were economic. All of these benefits – for households, businesses and the government – would be thrown into jeopardy by a trade war.

To be sure, these considerations assume that everybody plays by the rules. Complaints from companies around the world suggest that there are legitimate concerns about China’s handling of foreign intellectual property. These will need to be addressed sooner rather than later. At the same time, one must also acknowledge that China has made some important progress in reducing its barriers to trade since joining the World Trade Organization in 2001. This includes a drastic reduction in tariff rates as well as a significant appreciation of its currency. In fact, the most recent efforts by the People’s Bank of China have been aimed at preventing renewed depreciation of the renminbi, indicating that the currency is not undervalued anymore.

The managing director of the International Monetary Fund, Christine Lagarde, recently warned that tearing apart the multilateral trade system that has so positively transformed the world over the past generation “would be an inexcusable, collective policy failure”. She went on to add, “So let us redouble our efforts to reduce trade barriers and resolve disagreements without using exceptional measures.” I could not agree more. Trade wars cannot be won – by anybody.
MAN Diesel & Turbo’s New U.S. Headquarters
An Important Step for New Houston Development

When MAN Diesel & Turbo announced plans to move its newly consolidated operations west of Houston, the manufacturer of marine propulsion systems and turbomachinery became another in a growing number of German manufacturers staking their U.S. presence to the nation’s fourth-largest city.

While most German companies have opened facilities in established areas of Houston, MAN Diesel & Turbo is the first to locate to Twinwood, a 14,000-acre west Houston property which is aiming to attract global companies to a new kind of destination.

MAN Diesel & Turbo is a major win for the Twinwood project. Half of the world’s trade is powered by MAN marine engines, including those which power the CSCL Globe, one of the world’s largest container ships, and Pioneering Spirit, the world’s largest vessel ever built in terms of gross tonnage, breadth and displacement.

Trade Quarterly asked Tony Ruegger, managing director of MAN Diesel & Turbo, to address the company’s strategic directions and Keith Dalton, president and CEO of KDW, the Design/Build firm responsible for the MAN Diesel & Turbo project, to discuss how Twinwood contributes to Houston’s status as the epicenter of German manufacturing in the United States.

Trade Quarterly (TQ): How does the consolidation of MAN Diesel & Turbo’s operations and the relocation of its North American headquarters align with the company’s long-term direction?

Tony Ruegger (TR): We currently have two separate facilities in the Houston area, which is an artifact of our history being two separate companies. Now we will have one facility that is significantly larger than the current two facilities combined. In addition, we will have greatly expanded equipment repair capabilities. This is in line with the MAN Diesel & Turbo group strategy of placing our capabilities closer to our customers so that we can respond more quickly.

TQ: What were the company’s chief considerations in selecting the Twinwood site?

TR: We looked at a variety of locations and selected the Twinwood site based on its proximity to I-10, consideration of where our current employees live, the business-friendly environment of Waller County and excitement about the long-term development plans of Twinwood’s owner.
About the Interviewees:

TQ: What is it about the Twinwood property that represents such a unique opportunity for global companies?

Keith Dalton (KD): Twinwood is being developed with global companies in mind by offering a live, work, educate and play experience. There isn’t a place in Houston which delivers on residential, employment centers, higher education and entertainment all within one community, and that’s very appealing for German decision makers who value proximity to the workplace.

TQ: What specifically is planned for future phases of the MAN Diesel & Turbo facility?

TR: We have planned the development of our facility in three phases and have set aside the land space that we will need in the future. The future phases will involve expanding our turbomachinery service shop capabilities. The timing of future phases will be based on our growth. As we continue to sell more new turbomachinery in North America, it will be economical to do more service work here.

TQ: Why has Houston become such a magnet for German manufacturers?

KD: The city offers a central U.S. location, proximity to a major shipping port and a seven-hour time difference with Germany which allows for same-day communication. Houston offers a low barrier to entry, affordable and abundant land and a skilled manufacturing workforce. Plus, there are 21 nonstop flights each week between Germany and Houston. It’s easy to do business here.

TQ: Are there specific aspects of the Design/Build construction process which benefit a global company such as MAN Diesel & Turbo?

KD: Absolutely. The Design/Build process provides for a single source to deliver an entire project, from land to design and construction. It’s a very efficient method German companies prefer and is typically the way projects are delivered around the globe.
Transforming Manufacturing In The Digital Age

By Victoria Kaeser and James Freeman, GACC

The German American Chamber of Commerce, Inc. (GACC NY) has continuously expanded its portfolio of valuable member services over the last years to include unique platforms for idea sharing that assist businesses in navigating today’s rapidly evolving digital developments in manufacturing. One prime example of the GACC NY’s role on this front is a recent forum: The Digital Transformation of Manufacturing Industries.

In collaboration with acatech (The German National Academy of Science and Engineering) and MÜNCHNER KREIS, a leading independent platform providing orientation for decision makers in the digital world, the GACC NY hosted the event at the German Consulate in New York.

Jens Janik, Deputy Consul General of the German Consulate in New York, joined Dietmar Rieg, President & CEO of the GACC NY, in greeting more than 120 guests. The conference was comprised of German and American business leaders, along with academics in the fields of business innovation and technology. Several industry representatives traveled from Germany to participate in the conference’s panel discussions, which included business experts from both sides of the Atlantic.

Digital manufacturing is evolving at a lightning pace. Nations around the world are scrambling to adapt with various degrees of success. Boasting some of the most advanced manufacturing industries in the world, the US and Germany, in particular, stand to benefit greatly in this new digital manufacturing era. Both countries are at the forefront of the revolution and are intent on remaining competitive by implementing high-tech manufacturing strategies.

To capture both the theoretical and practical implications, the forum was divided into two sessions: The Future of Key Technologies and Future Business Models.

Riding the Second Wave of Digitalization

Prof. Dr. Henning Kagermann, President of acatech and Global Representative and Advisor of the Plattform Industrie 4.0., set the forum in motion with a captivating presentation on the “second wave” of digitalization. The former CEO of SAP pointed out that almost every nation in the world is implementing its version of Industrie 4.0.

“As we continue to move toward something between machines and human beings to create a situation of autonomous systems, we also will need to address the social, legal and ethical implications,” Kagermann said. In highlighting the relevance of

Prof. Dr. Henning Kagermann delivers the keynote address.
international cooperation, he stated that interoperability must remain a high priority and include transparent standards for industries. To be successful in the digital economy, individuals as well as companies must rethink outdated patterns of production processes, workplaces and business models.

**Future Key Technologies: What’s next?**

Prof. Dr. Wolfgang Wahlster, Scientific Director and CEO of the German Research Center for Artificial Intelligence (DFKI), who helped shape the German future project Industrie 4.0, introduced the first session of the forum and reinforced Kagermann’s assertion that the first wave of digitalization is over. Wahlster pointed out that machine-readable data is now developing into machine-understandable data, thanks to digitalization. “We are now in the second wave where there will be increasing human interaction with robots,” Wahlster said. “That means being in an age of mass customization, which along with artificial intelligence, are enablers for advanced manufacturing in the Industrie 4.0 paradigm.”

He also added that systems based on long-term autonomy and deep learning go beyond Industrie 4.0, enabling smart factories and autonomous cars to become the new standard. This all relies on one key requirement: understanding digital data.

**Don’t Underestimate the Need for Cybersecurity!**

Dr. Nikhil Gupta, Associate Professor of Mechanical and Aerospace Engineering at NYU Tandon School of Engineering, reminded everyone of the unfortunate reality that hacking is a major threat. In the manufacturing sector, stolen files can be used to easily create unauthorized production; counterfeit reproduction parts that are as good as the originals. This can obviously have considerable implications, especially when we consider that worldwide revenues from additive manufacturing products were an estimated $2.67 billion in 2016, an increase of 12.9% over 2015. To ensure effective cybersecurity, new and innovative design thinking is required that integrates security into the product design and manufacturing process.

**Different countries, Different approaches**

The first of two forum panels examined the impact of new concept and product processes in engineering. In addition to Wahlster, who...
moderated this panel, the round of experts included of Dr. Gupta, Stephan Biller, Vice President at IBM – Watson Internet of Things Business Unit, Livio Dalloro, Head of Research Group and Director of R&D Engineering at Siemens Corp., Knudt Flor, President & CEO of BMW Manufacturing Co., LLC and Sean Monahan, Partner at A.T. Kearney, Inc. The panelists explored a broad range of key technologies in digital manufacturing from the internet of things to production design.

In comparing US and German manufacturing approaches, Flor pointed out that German manufacturers have traditionally focused on optimizing production. As for the US, Wahlster maintained that singularity seems to be a “religion”;

the belief that swift developments in digitalization and artificial intelligence will reach a point where economic growth will drastically advance. That, ultimately, will lead to even more digital breakthroughs in manufacturing.

The panel contemplated how different digital technologies applied to manufacturing should be prioritized. Most panelists believe these decisions should occur on a case-by-case basis. Dalloro, Head of Research Group at Siemens, stressed there is, however, one key factor that must be kept in mind to increase productivity: CONNECTIVITY.

Looking ahead 20 years from now, the panelists agreed that manufacturers increasingly will rely on sharing services, and that means relying more on the cloud. Flor theorized that traditional “dirty, heavy manufacturing” will disappear and be replaced by high-tech machinery and higher salaries. Wahlster added that factories will move into residential areas, both rural and suburban, eliminating the need for commutes to industrial sites.

A Digital Race: How Future Business Models Develop

Among the issues discussed in the second session of the conference was the importance of continued interoperability in manufacturing, which must be integrated into business models to fully take advantage of the newest industry developments and trends. Prof. Dr.
Michael Dowling, Professor for Innovation and Technology Management in the Faculty of Business and Economics at the University of Regensburg, Germany, introduced this session. He pointed out that interoperability and co-opetition will be more prevalent in manufacturing. Co-opetition is a business strategy that combines the traditional rules of competition and cooperation; it’s an practical way of leveraging business relationships.

Dowling, who is also a member of acatech and serves as the Chairman of the MÜNCHNER KREIS, said the success of Industrie 4.0 in Germany will depend in great part on the German Mittelstand - the backbone of the German economy. In the spirit of co-opetition, more partnerships will be required between larger, established companies and the Mittelstand. Dowling is confident that Industrie 4.0 will reap major benefits for manufacturers, but for that to happen large investment is required.

**Limitless Possibilities through Knowledge Exchanges**

Dowling also moderated the second panel discussion consisting of Dr. Hans Jörg Stotz, SVP and Head of IoT & Digital Supply Chain Global Strategy SAP SE and Member of the Steering Committee of the German Plattform Industrie 4.0, Jackson Bond, Co-Founder and Chief Industry Evangelist & New Business at Relayr GmbH Berlin, Andrew Campbell, President & Owner of Eastern Millwork, Inc., Marco Schnabl, CEO & Co-Founder of Automotive Mastermind, Inc. and Dr. Rahild Neuburger, Senior Lecturer at Ludwig Maximilian University of Munich.

“An important goal for companies needs to be sharing knowledge in order to successfully create an ecosystem,” said Stotz, adding that “there’s a shift from an ecosystem of data towards an ecosystem of services.” According to Schnabl, those services need to be fully examined and revised when new ideas for selling products are being developed: “individual knowledge” is key.

**Skilled and Flexible Workforce as a Vital Ingredient**

Rahild Neuburger focused on the socio-economic aspects of digitaliza-
tion in manufacturing, especially for tasks involving the interaction of humans and machines. She and the other panelists agreed that lifelong learning and flexible thinking is necessary for employees to ensure that their digital skills remain viable and contribute to the overall success of Industrie 4.0.

On a related note, panelists were quite concerned about the lack of skilled labor. Schnabl claimed that one of the biggest obstacles his business faces is securing qualified, skilled employees, especially data scientists. This “war for talent” is certainly intensifying and is playing a crucial role in how rapidly Industrie 4.0 will proceed. Bond said that every manufacturer should have well-trained data scientists, but that there is a dire shortage. The group of experts said that universities and businesses must collaborate more to ensure that students are taught the most up-to-date techniques and developments of the digital age.

In conclusion, our panel of experts remains confident that each new wave of digital transformation in manufacturing will propel businesses toward greater efficiencies that ultimately lead to robust economies throughout the world.

For our part, we at the GACC NY will continue to delve further into all aspects of digital technology, so that we can, in turn, provide the German American business community with the latest developments, guidance and unwavering support to bolster their commercial success.

For more information:
>> Please visit our GACCNY event website to view/download the forum presentations.

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Harnessing the Power of Germany’s Mittelstand

Small and midsize companies and corporations dominate the German economic landscape and serve as the backbone for a resilient and stable market. Long term business strategies tend to motivate business decisions rather than chasing short-term shareholder value.

Specialized enterprises, known only to an initiated few, dominate the world market with expertise and quality, rather than household brands with massive corporate structures. The US private sector and academia are increasingly aware of this fundamental systemic difference.

What can the two economic powerhouses on both sides of the Atlantic learn from one another? Where is the room for cooperation? What are the long-term effects of this dynamic? On the US side, researchers at the Stern School of Business at NYU have been examining these questions for a long time. On the German side, the Hidden Champions Institute at the Management School ESMT Berlin is hitting the global stage of economic research and consultancy.

These are the issues that dominated a recent forum organized by the German Center for Research and Innovation (GCRI) in NYC titled *Hidden Champions – An Engine for Economic Success*, featuring a panel of six business experts, including Dietmar Rieg of the GACC NY.

The panel discussed challenges and opportunities of the Hidden Champions model, focusing on two of the most cutting-edge technologies and their trail of
startups, small and mid-size businesses and industries. With best use cases from the areas of Blockchain technology and Artificial Intelligence the panel discussion examined the economic, scientific and societal foundations of our transatlantic relationship.

This GCRI forum is one of many that occur throughout the year. The organization was established on February 19, 2010 as one of five German Houses of Research and Innovation (DWIHs) worldwide and is part of the German government’s Strategy for the Internationalization of Science and Research.

The GCRI’s primary goals consist of:

- Presenting Germany to the North American market as a land of research and innovation
- Enhancing the dialogue between academia and industry
- Creating a forum for the initiation and enhancement of transatlantic projects
- Providing an information platform for the German research and innovation landscape.

Contact:
For more information about the GCRI and its upcoming forums, visit their website:
>> www.germaninnovation.org
In spite of recent negative headwinds, German business in the US is booming, and the Midwest is no exception. This investment growth led Illinois Governor Bruce Rauner to embark on an unprecedented 8-day trade and jobs mission to Germany this April. Countless German subsidiaries have been investing and expanding in the American heartland, seizing the good business climate.

German companies in Illinois employ the second most people of any state in the US, ranking behind only California, the state with the highest population in the country. As the Midwest’s most populated and economically productive state, Illinois is home to over 200 German companies, employing more than 42,000 Illinoisans. “Germany is an extremely important investor in Illinois,” Rauner said as he embarked on the trip. “Machinery and equipment, computer and electronic products, chemicals and fabricated metals represent billions of dollars in business and thousands of jobs for Illinoisans. The goal of the mission is to build on our relationships so we can attract more jobs and foreign direct investment to our state.”

A Transatlantic Trade Mission
In order to strengthen this trend, a business delegation of 20 executives, education professionals and economic developers accompanied the governor to Germany. GACC Midwest’s President & CEO Mark Tomkins accompanied the delegation to support its mission of strengthening the relationship with German companies active in the Midwest, attracting new business to Illinois and gaining more insight into German workforce development.

GACC Midwest facilitates economic development
“Germany and Illinois are tightly linked, both culturally and economically,” said Mark Tomkins. “Global investment activities of German companies continue to grow, and the US remains a top location for those investments. We are excited to support the Governor’s mission to Germany to promote the many benefits Illinois has to offer to German companies ready to invest and expand here.” GACC Midwest supported the trip through its strong connections to German companies active across the state and facilitated visits to and discussions with member companies. Companies visited ranged from major multinationals with a strong presence in Illinois such as Continental, Fresenius and ThyssenKrupp, as well as many family-owned companies in Illinois including Wittenstein, Harting, Haribo, Knuth Machine Tools, Stern-Wywiol, and Vetter Pharma.
“The goal of the mission is to build on our relationships so we can attract more jobs and foreign direct investment to our state.”

Bruce Rauner, Governor of Illinois

Hannover Messe is coming to Chicago

The delegation also attended Hannover Messe. The visit to the world’s largest industrial trade show was timely, since the show is going to be hosted for the first time ever outside of Hannover in the fall of 2018 – in conjunction with the International Manufacturing Technology Show (IMTS) at McCormick Place in Chicago, IL. This new addition to the trade show roster in Chicago will be a major boost for the Illinois convention and manufacturing technology industries.

A first-hand look at Apprenticeships

The delegates were not only impressed with the German trade show but also with the German companies’ dedication to innovation and training. Illinois, the starting point of GACC Midwest’s ICATT Apprenticeship Program, has more companies offering apprenticeships certified to the German standards than any other state within the US, and the delegates gained valuable information from leading German companies and educational institutions.

Trade & Investment on the Horizon

The group also met with German companies ready to expand but that do not have a footprint in Illinois yet. Governor Rauner’s delegation informed the executives about the advantages of the state, which is the 5th largest economy in the US, as an investment destination due to its favorable location, workforce, and transportation infrastructure. Several investment updates on pending expansions and new projects that will add significant investment and jobs to the Illinois economy are expected to be published in the near future. GACC Midwest is looking forward to working with with German companies as they are entering the US market as well as to supporting all states across the Midwest with their FDI attraction strategies directed towards German business.

For more information

If you are interested in expanding to the US, please contact Gerrit Ahlers

>> ahlers@gaccmidwest.org

or visit

>> www.gaccmidwest.org

for more information.
After a successful 2017 fiscal year, a storm is brewing in German-American trade relations. The White House is threatening punitive tariffs in the amount of 25% on steel and of 10% on aluminum. Additional product groups could follow. However, Germany predominantly ships special alloys that cannot readily be replaced by US steel. The uncertainties caused by such a threatening gesture are probably the biggest issue for German companies.

Trade of German-American goods and services has seen dynamic developments in 2017, the first year under the Trump Administration. Trade flows increased in both directions - and US exports to Germany increased even faster than imports coming from Germany. As a result, the US trade deficit with Germany has slightly decreased.

**German industrial products in high demand in the US**

Imbalances in the German-American trade, as they are currently discussed and criticized in the White House, do exist, however they are merely a consequence of the different economic structures of the two countries. By no means are such imbalances the result of special European or even special German trade policy.

The strengths of the German export economy lie in particular in manufactured industrial goods, among them the automotive industry, mechanical and production engineering, electrical engineering and the chemical industry. These industries are among the most developed and technologically advanced industry sectors in Germany. Their products regularly have a broad consumer and procurement base in the US, although said products are not at all the cheapest solutions.

**Planning uncertainty is currently the biggest problem**

German industrial products do contain a high percentage of manufactured steel and aluminum. However, metals in processed form are precisely not subject to the potential import tariff increases.

The threatening gestures regarding US trade policy pose larger issues though. They create uncertainty for German companies when planning their business activities with the US.

Weishaupt America Inc. for example expressed their concerns to Germany...
Trade & Invest: The company’s management cannot currently assess to what extent the company may directly or indirectly be affected by punitive tariffs on aluminum and steel. Their finished products being imported from Germany consist of aluminum to a large extent.

**Parallel trend in automotive and mechanical engineering**

In the two most important German export industries, the automotive industry and mechanical and production engineering, the bilateral trade relations have most recently had completely opposite developments. German deliveries of vehicles and vehicle parts to the US in 2017 decreased by 5.6% to USD 28.4 billion compared to the previous year. In contrast, deliveries of German mechanical and production engineering industry increased by 11.1% to USD 20.5 billion.

A parallel development was noticeable for US exports of vehicles and parts to Germany. They decreased by 5.5% to USD 7.1 billion. Again, in contrast, the value of goods delivered by the US mechanical and plant engineering industry to Germany increased by 12.3% to USD 5.1 billion.

**The US accounts for 6% of German steel exports**

Compared to finished industrial products, the value of German exports of steel and aluminum in an unwrought form was rather small. Worldwide, German steel and aluminum makers sold goods with a value of EUR 23.3 billion in 2017, according to the German Federal Statistical Office. According to the US Census Bureau, from this total, deliveries valued at EUR 1.4 billion went to the US. In other words, the world’s largest economic power has a share of approximately 6% in German steel and aluminum exports.

The threatened US punitive tariffs would also not lower this share fundamentally, since these German deliveries are mainly specialized steel and alloys. From the perspective of highly specific buyer requirements, these components cannot easily be replaced by products from the US steel industry. In the end, consumers would bear the burden of such tariff increases.

**US imports for iron, steel and aluminum (as of 2017, in USD billion)**

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>% from Germany</th>
</tr>
</thead>
<tbody>
<tr>
<td>Iron and steel, iron alloys</td>
<td>33.5</td>
<td>1.5</td>
</tr>
<tr>
<td>Steel products</td>
<td>2.2</td>
<td>0.07</td>
</tr>
<tr>
<td>Aluminum and processed aluminum</td>
<td>17.4</td>
<td>0.4</td>
</tr>
<tr>
<td>Nonferrous metal (except aluminum)</td>
<td>37.5</td>
<td>1.6</td>
</tr>
<tr>
<td>Castings</td>
<td>1.5</td>
<td>0.04</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>92.1</strong></td>
<td><strong>3.61</strong></td>
</tr>
</tbody>
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Source: US Census Bureau

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**About the Author**

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While the United States remains by far the main export market for goods from the EU, Canada and Mexico, the US’ two NAFTA partners are deepening their trade relations with the European Union.

The EU-Canada Comprehensive Economic and Trade Agreement (CETA) entered provisionally into force in September 2017 and eliminated the duties on 98% of all products traded between Canada and the EU. The comprehensive agreement also generates more legal certainty for services and defines new rules in many trade-related areas like access to government procurement markets, the protection of intellectual property, mobility for company employees and a framework to facilitate the mutual recognition of professional qualifications.

Business representatives from both Europe and Canada lauded the trade-facilitating effect CETA has at this year’s Europe Day Celebration held by the European Union Chamber of Commerce in Canada (EUCAN). Mindful of the current uncertainties regarding the future of the NAFTA and general changes in global trading patterns, discussants hoped that the EU’s share of Canada’s trade in goods could double from the current 10% over the next 10 - 20 years.

“CETA significantly reduced the cost of trade for German exporters.” confirms Thomas Beck, President and CEO of the German Canadian Chamber of Industry and Commerce (CGCIC). “More than 10.000 German companies are already selling goods to Canada and several hundred are invested over here. We hope that CETA encourages more companies to look at the Canadian market.”

CGCIC is the sister organization of the German American Chambers of Commerce in Canada and – like them – a member of the global network of German Chambers of Commerce Abroad (www.ahk.de) which promote German trade throughout the world at 140 offices in 92 countries. The Mexican member of this network, CAMEXA (Cámara Mexicano-Alemana de Comercio e Industria), is based in Mexico City.

“German investment in Mexico has been growing over the last few years. Since the year 2000, 800 new German companies set up shop here, with the total number approaching 2000 now.” states Johannes Hauser, CEO of CAMEXA. “And at our information booth at the Hannover Messe we saw that the interest in the country remains high.” Mexico was the partner country of this year’s Hannover Messe, one of the biggest industrial fairs which takes place in Germany every spring.

Just ahead of the fair, Mexico and the EU had announced their agreement on a modernized bilateral free trade agreement.

Photographs: Erich Schütz
trade agreement which will replace the agreement the two regions had signed in 2000. Once the new agreement enters into force, a great part of the remaining tariffs will be scrapped and market access for services will be broadened. Closer cooperation on customs procedures, standards and testing will make trade easier and less costly. The agreement also includes a broad range of rules from competition over intellectual property to environment and labor rights; most of them are similar to the CETA rules.

As EU-Mexican trade rose by 148% since the first free trade agreement was signed, hopes are high that the new agreement will further foster trade flows and overall cooperation. The EU has been a very active negotiator over the last couple of years. In addition to the agreements with Canada and Mexico, similar deals have been struck with Japan, Vietnam, and Singapore and could soon enter into force. Canada and Mexico signed the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) with Australia, Brunei, Canada, Chile, Japan, Malaysia, Mexico, New Zealand, Peru, Singapore, and Vietnam. Once it enters into force, companies producing both in Mexico and Canada will have preferential market access in and cheaper supplies from more than 50 countries – while the US has free trade agreements with 20 countries. For business based in the USA it is thus crucial to improve market access abroad and avoid making inputs costlier through additional tariffs. “Global supply chains are a reality and having less preferential access to foreign markets while other countries broaden theirs will put US-based companies at a competitive disadvantage, putting US jobs at risk.” states Daniel Andrich, President and CEO of the Representative of German Industry and Trade in Washington. “We as business representatives should thus speak up and explain the importance of open markets and having a predictable framework for trade to our communities.”

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Discussing “Canada’s Trade Pattern in the Wake of CETA and the Renegotiation of NAFTA”, Thomas Beck, President, European Union Chamber of Commerce in Canada, Freya Lemcke, Vice President, Representative of German Industry and Trade, Jeffrey Graham, Partner, Borden Ladner Gervais LLP, Joy Nott, President, Canadian Importers and Exporters Association, Jason Langrish, Executive Director, The Canada Europe Business Round Table, (from the left)
Apprenticeships have been tried and tested in Germany as a means to deliver a pipeline of skilled workers for centuries. They are now enjoying a resurgence in the US, addressing the nation’s current serious workforce shortages. While the US economy is growing, these positive developments are posing challenges to the manufacturing industry, who can’t find the workforce to take advantage of growth opportunities. Apprenticeships are increasingly considered an attractive concept to achieve a higher quality workforce as well as higher employee loyalty.

However, the burden of implementing a new system is one of the largest barriers to starting a new apprenticeship program, especially for SMEs.

The GACCs’ major apprenticeship consortiums, the Industry Consortium for Advanced Technical Training (ICATT) in the Midwest and the Georgia Consortium for Advanced Technical Training (GA CATT), aim to reduce this burden.

The consortium approach allows stakeholders to leverage their combined resources and industry expertise, to reach a wider audience and achieve more significant results.

Advantages of the Consortium Approach

Network Companies
Pool Resources
While larger companies have the resources to successfully build their own in-house programs, small and mid-sized often don’t have those same capacities. Therefore, the German American Chambers of Commerce created apprenticeship programs using a multi-company consortium model. This not only reduces the administrative and financial burden for each company, but also creates a collaborative and productive environment for network companies and apprentices alike. No single company must develop, manage, and recruit for the program all on its own.

Furthermore, network companies act as a sounding board for one another, and exchange best practices through trainer and HR roundtables. Companies also have access to the skills and areas of expertise of other companies in the program.

Greater Support
Due to economies of scale, the GACCs’ apprenticeship teams can offer extensive resources to all network companies at a much lower cost. Most importantly, the GACCs provide all program administration, management, and ongoing oversight, including the development of customized company training plans based on industry-defined competencies, assistance
with recruiting, and offering “Train the Trainer” programs. The GACCs also collaborate with community colleges for classroom training and prepare and administer the Apprenticeship Program Exams. Finally, the apprenticeship program also invests in marketing that promotes the program, reaching a wide range of applicants to benefit all network companies.

**Apprentices Build a Community**

Apprentices at different network companies get to know each other during the classroom learning at their respective college or school. They share experiences, help and encourage one another. While each is gaining company-specific skills, the common elements of the program show them that what they are learning will be in-demand no matter where their career takes them.

“By partnering with small and medium-size manufacturing companies and community colleges in the region, the ICATT Apprenticeship Program provides an industry-driven solution to the skills gap. Our consortium-style program allows high-tech manufacturers to grow, which delivers a vital contribution to the economy,” says Mario Kratsch, Vice President of GACC Midwest and head of the ICATT Apprenticeship Program.

**Get in touch**

To learn more about the apprenticeship programs and other services offered by the GACCs, reach out to Virginia Rounds, Director, Skills Initiative and ICATT Apprenticeship Systems at GACC Midwest  
>> rounds@gaccmidwest.org.  
or Nicole Heimann, Director, Skills Initiative at GACC South  
>> rheimann@gaccsouth.com  
or Matthew Allen, Director Human Resources and Operations at GACC NY  
>> mallen@gaccny.com

The ICATT Apprenticeship Program was created in 2016 by the German American Chamber of Commerce of the Midwest, Inc. It is designed to be a sustainable solution that builds a loyal workforce, provides a pipeline of talent, and ensures that standards of excellence are met.

>> www.icattapprenticeships.com

The GAC TAPPrenticeship program was signed into effect in Newnan, GA May 16, 2016 by Lt. Gov. Casey Cagle of Georgia and Stefanie Ziska, President and CEO of the German American Chamber of Commerce of the Southern U.S., Inc (GACC South) to serve manufacturers in Coweta County, GA, and beyond.

>> www.gacatt.com

The GACCs’ apprenticeship programs are fully benchmarked on the German Dual Education System, a time-tested program that combines company-specific knowledge, theory, and hands-on learning to train a globally competitive workforce.
A Look at How Germans and Americans Enter into Agreements:
Laying the Groundwork for Mutual Understanding

By John Otto Magee

Colleagues enter into agreements on a daily basis. Many of them are routine, easy to define, monitor and uphold. Others are less routine, requiring a higher level of detail and definition. Depending on the situation, some agreements are interlinked with others. These demand an even higher degree of attention.

Germans and Americans differ, however, in how they approach agreements. The differences can create significant problems for their collaboration. Simple, everyday agreements suddenly lead to confusion and irritation.

Colleagues lose patience with each other. It is not uncommon for the German side to view their American colleagues as unreliable. The Americans, in turn, often complain that their German colleagues are unwilling to cooperate.

Colleagues begin to avoid entering into commitments with each other. Each side pulls back to its home shores in the hope of finding a domestic partner to work with. A fundamental building block of transatlantic collaboration weakens: The belief that people on the other side of the Atlantic are reliable, predictable, trustworthy.

Let’s take a closer look at key differences in American and German approaches to agreements.

What a YES Response Means

German Approach

Yes in the German context is more exception than rule. Germans are reluctant to enter into an agreement without being sure that they can deliver. They respond almost instinctively with a No, a Maybe or with reasons why they cannot (yet) enter into this contract.

Seldom will Germans respond with an immediate Yes. For a Yes in the German context has a very high degree of binding character. Far more than a statement of intention, the German Yes is the equivalent of giving their word, of entering into an oral contract, something not done without having given the agreement serious consideration.

American Approach

A Yes in the American context is more rule than exception. Americans almost instinctively say Yes to assisting a colleague, to a new task, to a project, often without reflecting on whether they have the time, resources and interest to achieve the intended goal. Reacting quickly with a No, or even a conditioned Yes, can be interpreted as negative, unhelpful, disinterested.

However, the American Yes can signal different degrees of binding
Paying close attention to responses, asking for clarification and avoiding the pitfall of making assumptions will pave the way to mutual understanding.

The Path to Compromise

Advice to Germans

At the same time, listen very carefully to the conditions. Chances are they’re meant to signal a polite No. As a rule of thumb, the more conditional the Yes, the harder the No being communicated. When in doubt, simply explain to your American colleague that your command of nuances in the English language is limited, that you are not sure whether you are hearing a Yes or a No. Ask your colleague to spell it out a bit more literally.

Advice to Americans
A German Yes will not come quickly, but when it does, you can rely on it. In contrast, brace yourself for the German No. It will come often, and you will perceive it to be harsh and uncooperative. It is neither. It is sober and respectful. Don’t be deterred.

To determine its level of binding character, inquire as to the reasons why the agreement cannot be entered into. Identify the barriers and overcome them one by one, with questions, suggestions, reasons. That once monolithic German No can be converted into a good, solid, reliable German Yes.

In the end, no team, no organization, no company can function well without a common understanding of how agreements are entered into, managed and fulfilled. Paying close attention to responses, asking for clarification and avoiding the pitfall of making assumptions will pave the way to mutual understanding.

character. The instinctive, hasty Yes almost always means: “We are colleagues. In principle, I want to help you. I’ll think about how I can provide support and deliver my side of the bargain.”

The degree to which the Yes is binding, or reliable, depends on many contextual factors. And these are clarified by questions about time, resources, interest and other obligations.

German Perception
The spontaneous American Yes does not appear credible to Germans. Americans seem to want to say Yes to everything without first thinking through if they can deliver on their promises. What Germans call American overpromising can become a serious problem in transatlantic cooperation.

American Perception
It should be of no surprise that Americans expect, and therefore miss, getting a Yes from their German colleagues, at least the intention to say Yes. Americans sense immediately their reluctance. It can appear that Germans are not helpful, not team players.

When Germans respond that they first need to check out the details, Americans suspect this to be an excuse.

German American Trade Q2 2018

About the Author:

John Otto Magee is an American who has lived in Germany for 25+ years. He was a senior-level staff member of the CDU/CSU Parliamentary Group in the Bundestag from 1995 until 1999, advising its leadership on the relations between the United States and Germany. He was a consultant for Siemens AG from 1999 until 2002 supporting the post-acquisition integration of Westinghouse Power Corporation. Since 2002, John has been an independent consultant, advising global companies on cross-border collaboration.
The event, LUFTHANSA GROUP Innovation Pitch Night, took place on the 48th floor of SAP’s Next-Gen Lab innovations center, in Manhattan’s spectacular new Hudson Yards neighborhood.

Keynote speaker LHG VP Airline Sales/The Americas Tamur Goudarzi Pour and Innovation Partner Voyager HQ’s Managing Director John Matson kicked off the event by providing industry insights, including those that specifically apply to New York City’s travel ecosystem.

Lufthansa Group is eager to retain its title as the most digitally savvy and innovative airline group. The pitch night was a perfect platform for the German air carrier to identify travel trends and trendsetters in NYC’s vibrant startup scene. The focus was on startup companies with innovative products and business models that are relevant for airline sales’ B2B activities. The Innovation Pitch Night was an effective way to network with startups and scout for potential partners that might benefit the Lufthansa Group.

From a large number of online applicants, five startups were selected to pitch their B2B business concepts in front of a crowd of more than 150 travel enthusiasts and a jury of four industry and...
business experts consisting of Tamur Goudarzi Pour, Anne Rosenberg, Senior Vice President & Global Head of SAP Next-Gen; Katrin Zimmermann, Vice President Strategy and Operations TLGG & co-creator of the Lufthansa Innovation Hub in Berlin and Dietmar Rieg, GACC NY President & CEO.

The contestants pitched a variety of clever concepts, including a platform to optimize ancillary revenues using artificial intelligence and machine learning, as well as an app that allows groups of friends to organize trips in an integrated way.

In the end, the jury awarded prizes to: ICM Hub, a provider of automated customer interaction powered by artificial intelligence. Their product innovation relieves customer service personnel from having to answer recurring and/or basic questions, whether in a B2B or B2C context, so they can focus on the more complex customer conversations. Another prize went to TWIP (Travel With Interesting People), which taps into the market of those who want to travel, but don’t because they lack a travel partner(s) with the same interests. TWIP matches these individuals based on their travel personality, using its ‘Travanality’ assessment tool.

Digitalization is obviously a driving force behind innovation in most industries these days with the travel industry being no exception. Connecting startups with long-established businesses is an excellent way to accomplish this inevitable business dynamic. The GACC’s pitch nights are highly popular and effective platforms that benefit both cutting edge startups and the traditional companies with which they interface.
Michaela Ganz
Manager, GACC Business Network & Events

What do you like about your job?
You’re provided excellent opportunities to work with different industries and experts on a daily basis. My team and I organize a wide range of events like workshops, panel discussions, galas and networking events for diverse industries, where I am able to apply my skills in project management and strategy. The different topics and event formats we cover ensure that no day feels like the other, and we are always focused on bringing benefits to our members. That makes you feel good at the end of the day!

What are your goals?
My goal is to bring people together and help them expand their business networks. The various events we organize are especially suited to facilitating connections between our members, offering great potential for business synergies. When we organize events, we focus on issues that are quite relevant to German companies in the US. I enjoy receiving input and feedback from our members, as it helps us in organizing events that cater specifically to their business needs. In the current political climate, I think it is important to strengthen the visibility of the GACC as an effective facilitator in transatlantic business relations.

Upcoming projects?
I am very excited about the East Coast Industry Forum on October 12, in Hartford, CT, which focuses on manufacturing industries. We will bring together influential leaders from the transatlantic business community for discussions on what is affecting their industries. This event builds on the successes of the previous three years, during which panels of decision-makers gathered to address issues at the heart of the German economy.

From: Würzburg, Germany
Interests: International relations, traveling, supporting women in business, yoga, hiking
Past career: I studied business management, and worked for the Chair of Innovation and Entrepreneurship at my university. Prior to that, I worked for companies such as Schaeffler and PwC.
Contact: Tel: (212) 974-8844 >> mganz@gaccny.com

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www.virtualdistance.com

Volume Graphics, Inc.
www.volumegraphics.com

Warner Norcross & Judd LLP
www.wnj.com

Wilkhahn Inc.
www.wilkhahn.us

WineTime, LLC
www.winetime.com

Zeitgeist Estates USA Inc
www.zeitgeistestates.com
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Held By</th>
<th>Location</th>
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<tbody>
<tr>
<td>June 7</td>
<td>STEP NYC</td>
<td>Held by GACC NY</td>
<td><a href="http://www.gaccny.com">www.gaccny.com</a></td>
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<td>June 8</td>
<td>IoT Seminar by B.E.G. Controls</td>
<td>Held by GACC South</td>
<td><a href="http://www.gaccsouth.com">www.gaccsouth.com</a></td>
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<td>June 15</td>
<td>YPN event at the Whitney Museum</td>
<td>Held by GACC NY</td>
<td><a href="http://www.gaccny.com">www.gaccny.com</a></td>
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<td>NYC</td>
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<td>June 20</td>
<td>European Business Networking</td>
<td>Held by GACC Midwest</td>
<td><a href="http://www.gaccmidwest.org">www.gaccmidwest.org</a></td>
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<td>June 21</td>
<td>DAWT</td>
<td>Held by GACC NY/</td>
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<td>Midwest/ South Stuttgart</td>
<td><a href="http://www.gaccsouth.com">www.gaccsouth.com</a></td>
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<td>June 22</td>
<td>Mercedes-Benz HQ Tour</td>
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<td>June 25-28</td>
<td>Delegation to Germany for US Grid Operators</td>
<td>Held by GACC Midwest</td>
<td><a href="http://www.gaccmidwest.org">www.gaccmidwest.org</a></td>
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<td>Berlin, Germany</td>
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<tr>
<td>June 26</td>
<td>German American Offshore Wind Symposium</td>
<td>Held by GACC NY</td>
<td><a href="http://www.gaccny.com">www.gaccny.com</a></td>
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<td>June 27</td>
<td>World Cup Viewing Party– Germany vs. South Korea</td>
<td>Held by GACC South</td>
<td><a href="http://www.gaccsouth.com">www.gaccsouth.com</a></td>
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<td>June 27</td>
<td>Sustainable Smart Home Tour</td>
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<td><a href="http://www.gaccmidwest.org">www.gaccmidwest.org</a></td>
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<td>- Colorado Chapter</td>
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<td>Superior, CO</td>
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<td>July 11</td>
<td>Business Luncheon Series</td>
<td>Held by GACC Midwest</td>
<td><a href="http://www.gaccmidwest.org">www.gaccmidwest.org</a></td>
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<td>Schaumburg, IL</td>
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<td>July 18</td>
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<td>July 24</td>
<td>Summer Soiree (NMR)</td>
<td>Held by GACC South</td>
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<td>July 27</td>
<td>German Fest Reception</td>
<td>Held by WI Chapter – GACC Midwest</td>
<td><a href="http://www.gaccmidwest.org">www.gaccmidwest.org</a></td>
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<td>August 1</td>
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<td>August 11</td>
<td>GACC Soccer Social</td>
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<td>European Business Networking</td>
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<td>September 5</td>
<td>Business Luncheon Series</td>
<td>Held by GACC Midwest</td>
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<td>September 11</td>
<td>German Night Reception @ IMTS</td>
<td>Held by GACC Midwest</td>
<td><a href="http://www.gaccmidwest.org">www.gaccmidwest.org</a></td>
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<td>September 13</td>
<td>Skills Conference and Graduation Ceremony of the inaugural ICATT Apprenticeship Program cohort</td>
<td>Held by GACC Midwest</td>
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<td>Chicago, IL</td>
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<td>September 19</td>
<td>German American Advanced Manufacturing Symposium</td>
<td>Held by Colorado Chapter – GACC Midwest</td>
<td><a href="http://www.gaccmidwest.org">www.gaccmidwest.org</a></td>
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<td>October 3</td>
<td>Business Luncheon Series</td>
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<td>October 10</td>
<td>Digitalization Forum</td>
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<td><a href="http://www.gaccmidwest.org">www.gaccmidwest.org</a></td>
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<td>October 12</td>
<td>East Coast Industry Forum</td>
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<td><a href="http://www.gaccma.com">www.gaccma.com</a></td>
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<td>October 15</td>
<td>Innovation Seminars on Energy Efficient Transportation Systems</td>
<td>held by GACC Midwest</td>
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<td>October 16</td>
<td>German American Dialogue for Sustainable Water Infrastructure &amp; Technologies</td>
<td>held by GACC Mid (Tampa, Florida &amp; Wisconsin)</td>
<td><a href="http://www.gaccmidwest.org">www.gaccmidwest.org</a></td>
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<td>October 17</td>
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<td>October 19</td>
<td>Digitalization Forum</td>
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<td>October 26</td>
<td>YPN Tour at the Tenement Museum</td>
<td>held by GACC MA</td>
<td><a href="http://www.gaccma.com">www.gaccma.com</a></td>
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<td>Ich bin Expat Fair</td>
<td>held by GACC Midwest</td>
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<td>November 8</td>
<td>Roast Goose Dinner &amp; Newcomer of the Year Award</td>
<td>held by GACC NY</td>
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<td>November 15</td>
<td>Twas the Night Before Christkindlmarket</td>
<td>held by GACC Midwest</td>
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<td>November 21</td>
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<td>November 23</td>
<td>Christkindlmarket Naperville</td>
<td>held by German American Events, LLC</td>
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<td>November 31</td>
<td>Christkindlmarket Wrigleyville at Gallagher Way</td>
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<td>November 27</td>
<td>23rd Annual Gala</td>
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<td>December 2</td>
<td>Roundtable Series on Direct Marketing</td>
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<td>December 5</td>
<td>Business Luncheon Series</td>
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<td>December 12</td>
<td>German American Business Outlook</td>
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