



Mattes Takes the Helm: 110th Annual Membership Meeting

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Closing the Gap on EU and US Data Protection Differences

With the growing importance of the Internet, the potential for employing a national approach to steer the use of personal data is decreasing. Cloud computing, electronic communication systems and social networks are growing more crucial for companies and private users. Government agencies are increasingly using information and communication technologies to perform their tasks. And those agencies are also demonstrating a growing tendency to more frequently access private companies' data. Revelations about the PRISM program are only the most recent example of this.

For good reason, both sides of the Atlantic have intensified their negotiations on data protection. However, the data protection package submitted by the European Commission more than a year ago has met with categorical rejection by the US administration and some parts of the business community despite European concerns about data confidentiality.

The pivotal question involves our fundamental understanding of data protection

Leaving aside the most recent excitement, the matter in dispute concerns more than a specific instance of data collection or a particular legal regulation. The pivotal question involves our fundamental understanding of data protection. Do we need, as in the European approach, legally enforceable high standards of data protection for individuals? Or should we rely on the principle of fairness, as in the US approach?

Clarifying our common understanding of data protection is more urgent than ever before and will play a role in negotiations for a Transatlantic Trade and Investment Partnership, regardless of whether data protection is explicitly mentioned as a subject of the negotiations or not.

In terms of these negotiations, I expect European political leaders will not accept any infringement on the high European level of data protection because the protection of personal data and privacy is a core concept enshrined in the European Charter of Fundamental Rights. Given the rapid development of information technology and increasingly complex IT systems, a good argument can be made for the kind of self-responsibility and self-regulation paramount to the approach of the US administration. Experience from other areas (such as environmental protection and consumer protection) clearly indicate, however, that a focus on self-certification is not very promising when the principal legal framework is insufficient. For this reason, I welcome President Obama's announcement of an initiative to create binding rules for data protection and a system of enforceable self-regulatory codes developed in a multistakeholder process. But these announcements must be followed by further action. Up to now, there has not been much to see.

I nevertheless hope the well-accepted concept of a transatlantic free-trade zone will lead to good data protection in the EU and the US. Without a doubt, these negotiations create the opportunity to establish new and better rules for compatibility, adequacy and mutual recognition in the EU-US dialogue on data protection.



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Peter Schaar
Federal Commissioner for Data
Protection and Freedom of Information

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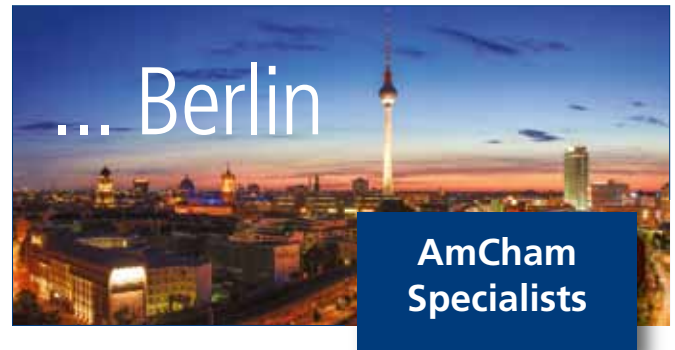
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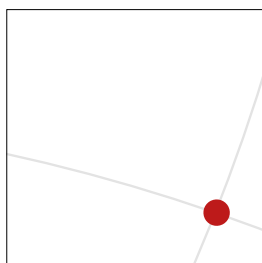
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SOCIAL MEDIA

Social media can prove a gold mine for businesses that know how to use them and a source of embarrassment and wasted time for ones that don't. AmCham Germany member companies offer their advice on turning today's hot communications platforms into tomorrow's profits.

Big Data Analytics: The Essence of Social Media

Big data analytics have become a crucial business driver for social networks. But the real value of big data can only emerge if it is effectively combined with basic facts and figures.

Have you ever wondered how social networks like Facebook or LinkedIn manage to suggest "people you may know," even if you haven't heard from them in years? The answer lies in a sophisticated data analytics model that combines such traditional data as your name, contacts and employer with big data – those massive amounts of multi-structured data generated from postings, likes or shares from your profile.

Big and bigger

For one of Teradata's customers, the professional networking platform LinkedIn, the "people you may know" feature is a key business driver: It elicits about 50% of all new invitations and motivates users to log in more frequently.

The ability to offer such a feature is an essential success factor for data-driven companies, but this is only possible with the help

of big data analytics. Companies from other sectors may not exclusively depend on data, but they can hardly neglect social media as a unique channel for interacting with their customers. Consequently, one of the major issues for data-driven companies is dealing with big data created by social media. A colloquially formulated question, images and audio and video content cannot simply be stored and analyzed in the same way as numbers and statistics.

To manage this challenge, LinkedIn selected an integrated data warehouse from our company, combining this with the open-source framework Apache Hadoop. Regardless of the structure, data can be stored, processed and analyzed within this data architecture, allowing the networking platform to obtain quick, valuable and reliable results and, in the



A major issue for data-driven companies is dealing with big data created by social media

Hermann Wimmer
President, International
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www.teradata.com

end, increase its revenue streams with advanced tools and options.

Combine and analyze

This approach can, of course, work for other industries. While employing standard analyses of business and production processes, companies can also utilize social media as a way to directly connect with their customers and improve their goods and services. But no matter what approach they choose, companies must meet the challenge of managing, combining and analyzing the continuously growing volume of data, both traditional or multistructured. And achieving this quickly and reliably calls for a coherent data architecture. ■



Leveraging Social Media for the HR Business

Social media have become a game changer in modern talent management. Platforms such as LinkedIn, Xing, Twitter and Yammer have increased communication between organizations and (potential) employees, making it more bidirectional.

Today, companies use social media as effective tools for employee recruitment, professional networking and employer branding. But to successfully carry out these activities, businesses must address a number of critical issues.

Social media benefit both job seekers and companies looking to hire. With the prompt posting of open positions on social media, job seekers can quickly learn where to apply as the community talks about posted positions and forwards them to friends and colleagues. Companies, for their part, benefit from the opportunity to easily interact with a broad range of potential employees from all over the world. But to take advantage of this resource, companies need to have employees in place who continuously maintain social media platforms. Businesses should also preserve a consistent corporate identity across all social media while simultaneously adapting their social media presence to local needs.

Employee connectivity

Social media tools such as Yammer enable companies to not only manage their employer

branding outside the business but also to rejuvenate it among current employees. This social media platform enables colleagues to share knowledge, collaborate on projects, ask questions, locate expertise and solicit feedback from anyone using the tool – an excellent channel for increasing employees' commitment.



Social media can change the dynamics of the human resources department

Dr. Michael Geke
Partner, Head of People & Change
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www.kpmg.de

It also offers another plus: Internal job vacancies can be immediately published within the internal network so employees in other departments can be encouraged to fill a position. This has the potential to change the dynamics within the human resources department and optimize

work processes, as employees can now independently manage their next career steps.

Doing it right

But when deciding to use social media, companies must consider the commitment necessary to effectively maintain their presence. This includes continuously updating their content and postings as well as having guidelines in place that clarify the dos and don'ts of moving within a social network. Businesses must consider privacy protection regulations when using social media for business purposes. Excluding job candidates on the basis of data found in social media, for example, exposes the potential employer to possible liability risks, discrimination claims and noncompliance penalties.

Used wisely, social media can prove a powerful tool for finding and attracting talent to a company. But for this to succeed, businesses must invest the time to map a game plan for doing it right. ■

Zero Distance: Getting Closer to Your Customers

In the battle for market share and customer loyalty, Zero Distance is the make-or-break success factor: It is the ability to engage closely with consumers and employees to ensure seamless access to information.

What makes winter-sports equipment manufacturer Rossignol stand out from competitors? The answer lies in its Ski Pursuit app, which allows customers to compare speeds with friends at après-ski parties and share data on social networks. In the process, the company acquires direct insights into product usage and other feedback – helping it to develop and enhance its offering.

German online retail giants Otto and Zalando are also proof that total customer centricity – Zero Distance – is key to winning market share by providing customers with anytime, anywhere access to products via easy-to-use online stores and mobile apps. And the list goes on: Walmart shoppers vote for what they want to see on the shelves at their local store and McDonald's fans create new burgers online.

These enterprises have one thing in common: They offer a fast, simple and transparent consumer experience with a focus on savvy, well-informed

and proactive customers who are at ease with multiple channels. It is clear that those who underestimate the importance of Zero Distance today might end up paying dearly tomorrow.

IT as an enabler of business

Zero Distance is driven by the effective, combined use of multiple disruptive technologies such as cloud computing, big data analytics, social media and mobility solutions. Cloud services make it possible to bring together data from the Internet and from databases and analyze it using big data platforms. This process, which used to take hours or even days, can now be achieved in a matter of minutes.

In the age of the user, it is crucial that company CIOs closely collaborate with internal line-of-business managers, who are increasingly taking matters into their own hands by ordering cloud-based CRM solutions or data-sharing platforms



CIOs are more important than ever

Hagen Rickmann
Director of Sales
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www.t-systems.com

without consulting the IT department. Many CIOs view this as a major threat to their position.

In reality, CIOs are more important than ever: Their expertise enables them to navigate the interface between business needs on the one hand and secure, reliable and compliant technologies on the other, for example by replacing Dropbox with SharePoint and Skype with WebEx. Moreover, analysis of information from disparate sources such as social media calls for ways to safeguard data consistency.

Today, penetrating new markets and launching new business models are strategic goals that all enterprises must address. The expertise of CIOs and IT professionals is key to achieving these aims – and the necessary technologies are available today. ■



access your global network

Success Story in Shanghai

▽ *Why is Shanghai an interesting location for American investors?*

▲ As the commercial, industrial and financial capital of China, Shanghai has played a major role in attracting foreign investment to the country. The US is investing heavily in service industries in China, and Shanghai is one of the key cities for this development.

▽ *Please describe the economic partnership between the US and Shanghai.*

▲ AmCham Shanghai has more than 3,600 members. US companies have invested in nearly 7,000 projects in Shanghai and the volume of investment has hit the \$15 billion mark.

▽ *How has Shanghai's economy fared during the global economic crisis?*

▲ China's economy is in the midst of a transition from export- and investment-led expansion to economic growth sustained by consumption and services. Economic growth is slowing to a more sustainable rate. Consumer spending in China is also rising due to steadily increasing household incomes. This is very promising for US companies.

▽ *How does AmCham Shanghai support its members?*

▲ The Chamber provides high quality information through a full range of publications and more than 250 business events throughout the



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▶ ABOUT AMCHAM SHANGHAI

The American Chamber of Commerce in Shanghai is the largest American Chamber in the Asia-Pacific region. As a nonpartisan business organization, AmCham Shanghai is committed to the principles of free trade, private enterprise and the unrestricted flow of information.

year. In response to the increasing interest in the Chinese market expressed by US small and medium-sized businesses, we launched the SME Center in November 2012 to provide services to American SMEs.



Sky Deutschland: Shaping a New TV Experience

- ▶▶ Market leader in pay TV
- ▶▶ Offers selected German and US programming
- ▶▶ Drives innovative digital broadcasting technologies

Sky is quickly changing the way viewers experience television today. Germany and Austria's leading pay-TV provider is building on the international experience of its major shareholder, 21st Century Fox, the new media and entertainment company founded after the split of News Corporation.

Pay TV in Germany continues to expand, making it a particularly exciting and innovative business sector. Sky Deutschland is not only a pioneer, but also the undisputed market leader in this segment. Under the leadership of US-native Brian Sullivan, Sky has recorded an impressive success story over the last few years. The business strategy of the media company focuses on exclusive programming, groundbreaking innovations and outstanding customer service.

Broad range of programming

As of March 2013, more than 3.4 million TV households from a total of 38 million German TV households have subscribed to Sky. This means that more than 10 million people watch Sky's high-quality programs, including the broadest range of live soccer and sports programming, the best blockbuster films from all major Hollywood studios and the most comprehensive selection of US and German TV series – including current HBO series aired on Sky Atlantic HD shortly after their US launch – as well as market-leading HD shows in Germany and Austria. Many films and series are available in their original English versions.

Digital innovation

As one of the most innovative media enterprises in Germany, Sky also drives new digital television technologies. Numerous award-winning innovations, such as Sky Go, Sky+ and Sky Anytime, enable customers to access programs with complete flexibility. Subscribers can decide for themselves when, where and how they want to enjoy their Sky program – whether at home on

the couch or on the go using an iPad, iPhone, iPod touch or the Internet. With these innovations, Sky accommodates the changing viewing habits of TV users and has become a pioneer in creating a completely new television experience for its customers. ■



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▶ ABOUT THE COMPANY

With more than 3.4 million subscribers, Sky Deutschland AG is the leading pay TV company in Germany and Austria. Sky offers more than 70 channels featuring live sports, current films, award-winning TV series, kids' programs and documentaries. Sky subscribers have access to up to 66 channels in unique HD quality as well as an exclusive 3D channel. The innovations Sky Go and Sky Anytime enable customers to receive their program whenever and wherever they want.



BUSSMANN ON INNOVATION

Frankfurt/M, April 16. At this event, **Oliver Bussmann**, former Chief Information Officer at SAP AG, outlined his company's growth strategy, which draws from a stable core business to put innovation at the forefront. Other topics addressed by Bussmann included growing international markets, faster innovation and quick market entry. Pictured here is Bussmann.



BALANCING ENERGY APPROACHES

Frankfurt/M, May 7. In his speech at this Business Luncheon, President and CEO of GE Energy Germany **Prof. Stephan Reimelt** discussed the major challenges of integrating renewable energy sources into the current energy system. He strongly counseled against a one-track approach to energy, claiming that a "both/and" mind-set fired by technological innovation could unlock solutions to the toughest problems of solar- and wind-power generation. Pictured here at the podium is Reimelt.



PHARMA'S NEW STRATEGIES

Munich, May 15. **Han Steutel**, European Vice President and General Manager of Germany, Bristol-Myers Squibb GmbH & Co. KGaA, stopped by this Business After Hours event to discuss the new strategies currently being developed and employed by innovative pharma-

ceutical companies. Pictured here are (from left): Andreas Würtenberger, Bavaria Regional Committee Co-Chair; Steutel; Christian Bergaust, Bristol-Myers Squibb GmbH & Co. KGaA; and Christian von Sydow, Bavaria Regional Committee Co-Chair.



THE MINNESOTA CONNECTION

Berlin, June 20. With a high percentage of its population descended from German immigrants, the US state of Minnesota shares a special connection with Germany, one that manifests itself today in strong economic and cultural ties. In honor of a visit from the Minnesota Trade Delegation, headed by Minnesota Governor **Mark B. Dayton**, AmCham Germany members

and guests attended this Executive Luncheon focused on US-German trade and investment. Pictured here are (from left): James D. Melville, US Embassy in Berlin; Dayton; Nicholas Teller, AmCham Germany Vice President; and Katie Clark Sieben, Minnesota Department of Employment and Economic Development.

VISIT FROM SENATOR MCCAIN

Berlin, June 10. AmCham Germany Vice President Peter Y. Solmssen hosted US Senator **John McCain** at this Executive Roundtable, which featured a lively exchange of ideas on a wide range of issues with senior executives of AmCham Germany member companies. The event was made possible through the generous support of David Knowler, COO and General Manager of Cerberus Deutschland Beteiligungsberatung GmbH and member of the AmCham Germany Board of Directors. Pictured here are (from left) Solmssen, McCain and Knowler.



BUSINESS IN THE JUNGLE

Hamburg, May 22. **Eberhard Brandes**, CEO of WWF Deutschland, spoke with attendees at this Breakfast Forum about how business leaders can reconcile economic concerns with ecological ones. In his speech, Brandes highlighted various

examples of successful collaboration between his organization and the private sector. Pictured here are (from left) Brandes and Klaus Liedtke alongside Northern Germany Regional Committee Co-Chairs Jodi Gentilozzi and Dr. Henning C. Schneider.



ELECTION 2.0

Berlin, June 4. In light of the upcoming German elections, AmCham Germany and the Federal Association for Information Technology, Telecommunications and New Media (BITKOM) hosted an event on politics and the Internet. **Michael Slaby**, Chief Integration and Innovation Officer of the Obama for America 2012 political campaign, spoke about

the importance of online media in recent elections. This was followed by a panel discussion on the rise of the Internet in politics. Pictured here are (from left): Malte Spitz, Alliance '90/The Greens; Peter Tauber, MdB (CDU); Dr. Gunnar Bender, Facebook Germany; Slaby; Dr. Bernhard Rohleder, BITKOM e.V.; and Katharina Gollner-Sweet, US Embassy in Berlin.



THE US FACTOR IN BUSINESS

Dresden, June 10. Drawing on his experience as Chief Financial Officer of JENOPTIK AG, **Rüdiger Andreas Günther** gave a talk at this event on the importance of the US as a business partner. Pictured here is Günther (right) with Prof. Heribert Heckschen, Saxony (Dresden) Regional Committee Co-Chair.



GROWTH THROUGH TRANSIT

Munich, June 14. Federal Minister of Transport, Building and Urban Development **Dr. Peter Ramsauer** spoke to AmCham Germany members about transportation infrastructure in Germany at this AmCham Forum. In his remarks, Ramsauer highlighted the indispensable role infrastructure plays in economic growth. Pictured here is Bavaria Regional Committee Co-Chair Andreas Würtenberger (left) with Ramsauer.



A Roadmap for Europe

►► More democratic legitimacy ►► Transfer of sovereign rights ►► EU-wide economic and political guidance

To counter the decline in European influence, the EU needs more than just financial reforms. It needs political ones as well.

Less than two decades into the 21st century, Europe's sovereign-debt crisis is putting the continent at serious risk of losing its economic and political clout on the world stage. To ensure it does not end up marginalized, Europe must find a permanent way out of the current cycle of crisis and rescue. To this end, Allianz has proposed a series of measures designed to shore up the EU by 2023.

We are in favor of a more strongly integrated Europe. For this reason, we would like to see all European national governments agree to some transfer of sovereign rights, which can only come about with the explicit consent of the people. The EU must have more democratic legitimacy. This calls for a directly elected EU President and a European Parliament that has legislative power. The next step would be a streamlined EU Commission – an effective executive branch whose membership is based on merit rather than nationality.

By extending the authority of EU institutions in this way, effective fiscal governance should be ensured. Countries must be prepared for action to be taken at the EU level if they breach the rules. This action would be carried out by an EU institution with decision-making authority acting as a regulator and through an EU finance commissioner empowered by a precise fiscal rulebook to intervene.

At the same time, we need an EU-wide mechanism that provides economic and political guidance. It would detect and correct the emergence of any imbalances at an early stage, before they could cause extensive economic damage. To stabilize the eurozone over the long term, it would be highly desirable to establish a banking union alongside the currency union. These stability mechanisms need to be accompanied by a common European growth and competition policy, primarily in the areas of education, labor-market mobility, transportation and energy.

Finally, within the next 10 years the EU should establish a sovereign-debt restructuring mechanism that can offer member states liquidity in times of crisis, while at the same time guaranteeing an orderly process in case of default. Clear and binding rules governing such an unlikely, but

not impossible, default scenario must be in place to avoid landing us right back in the state we find ourselves in today.

We are convinced these measures could stem Europe's loss of status as an economic and political force and raise the continent to a new level of prosperity. ■



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YOUR PLACE IN BERLIN.



The Berlin Mixture

▶▶ What do you get when you mix equal parts cutting-edge innovation, entrepreneurial spirit and metropolitan flair? The answer: Berlin, an economic dynamo that's laying the groundwork for the markets of tomorrow.

▶▶ **Melanie Bähr**, General Manager of Berlin Partner GmbH; **Erik Heinelt**, Member of the Board of the German Start-Ups Association; and **Carl Graf von Hohenthal**, AmCham Germany Berlin-Brandenburg Regional Committee Chair, discuss the profitable attractions of Germany's federal capital.

▽ *In which industries is Berlin particularly strong, and how can companies tap into this infrastructure with their investments in the region?*

▲ **Hohenthal:** IT businesses located around the dynamic science hub of Berlin Adlershof have been attracting lots of attention from the American IT industry recently. Bill Gates, for example, is investing in ResearchGate, Berlin's social network for the scientific community.

▲ **Heinelt:** Berlin is probably the hottest place in Europe for start-ups right now. Since the city lacks the kind of traditional industries seen in Munich, Hamburg and Cologne, fast-growing and successful start-ups serve as significant contributors to Berlin's economic prosperity.

▲ **Bähr:** A particularly strong industry in Berlin is healthcare. With the world-famous Charité Hospital and lots of renowned, highly specialized companies in the field of medical equipment and pharmaceutical development, the healthcare

cluster here is continuously growing. Another strong, rapidly expanding cluster is in media, especially gaming.

▽ *What makes Berlin an attractive business location?*

▲ **Bähr:** There are several reasons – what we call "the Berlin mixture." For one, there is great potential to be tapped in the large number of highly qualified young university graduates, not to mention other young professionals and seasoned experts from around the world working at various research institutes. And Berlin also offers lots of affordable office space. In the end, the city simply has a culture that inspires and attracts many different kinds of people.

▲ **Heinelt:** Berlin serves as an ideal hub for international business expansion. The city has a critical mass of highly experienced and educated Internet-based professionals, from developers to online marketers. Berlin attracts talent from all

over the world, so native speakers of a huge variety of languages can be found in the city.

▲ **Hohenthal:** In the last 20 years, Berlin has seen its international profile rise. A vast number of young people are coming here to make use of the city's unique cultural and economic opportunities and try out new and innovative business models.

▽ *What does Berlin's start-up culture mean for investors?*

▲ **Heinelt:** Investors looking for a business model with international appeal can find plenty of attractive opportunities in Berlin. The city's start-up entrepreneurs think about international expansion from day one, giving them a truly global mind-set.

▲ **Hohenthal:** Investing in a start-up is always risky. Start-ups in Berlin are particularly attractive because of their relatively low economic risk: Competitive prices here mean that investors can

take more chances than they could in a city like, say, London.

▲ **Bähr:** With events like the annual Berlin Web Week, TechCrunch Disrupt or the TEDx Summit, investors can find hundreds of start-up projects to engage in.

▽ *Are there any exciting up-and-coming economic sectors in Berlin that investors might not yet associate with the region?*

▲ **Bähr:** The city is currently regaining its former industrial capacity, leading to growing interest in this area from investors. There is also a burgeoning market for future-oriented developments, such as "smart city" technologies.

▲ **Heinelt:** The Berlin start-up scene is often defined by the success of e-commerce or gaming companies such as Zalando and Wooga. However,

technology-driven start-ups like SoundCloud and ResearchGate deserve attention as well.

▲ **Hohenthal:** Another fast-growing sector in Berlin that shouldn't be forgotten is life sciences.

▽ *What is the value of a strong business network for start-ups in the region?*

▲ **Heinelt:** Start-ups depend on strong regional networks to leverage their business success. Berlin's start-up network supports new start-ups in a whole host of ways, such as recruiting and giving advice on ways to internationalize.

▽ *How does the AmCham Germany network in Berlin assist companies to take full advantage of the region?*

▲ **Bähr:** Berlin Partner is a one-stop agency offering a broad range of information and tailor-

made services for companies looking to invest in Berlin. Members of the AmCham Germany network can tap our resources and help other companies new to the region.

▲ **Hohenthal:** AmCham Germany's motto is "Access Your Global Network." Our events in Berlin offer AmCham Germany members a unique platform for making interesting international business and personal connections. Through close relationships with the US Embassy, the German Bundestag, various ministries on both the federal and state level, and other important institutions and business associations in Berlin, AmCham Germany can conveniently assist companies in the capital region. ■

▶ **For more information on doing business in Berlin and about AmCham Germany committees active in the area, please visit www.amcham.de**

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Peter Altmaier, Federal Minister for the Environment, Nature Conservation and Nuclear Safety as well as the evening's guest of honor and keynote speaker

The Silver Lining

The skies cleared just in time for the 110th Annual Membership Meeting in Munich, greeting AmCham Germany members and guests with a cloudless blue horizon and a warm Bavarian sun.

- ▶ A Letter from the President: Bernhard Mattes on TTIP
To read the letter, please visit www.amcham.de



Conditions on June 6-7 were so perfect, in fact, that it was easy to forget about the extensive flooding in eastern and southern Germany and the many challenges facing the transatlantic business community.

To bring attendees down to earth, Peter Y. Solmssen, Member of the Board and General Counsel of Siemens AG, used his keynote address to remind them of one particularly immense challenge that was also a key topic at the meeting. The specter of the *Energiewende*, the transformation of the German energy system to rely less on nuclear power and fossil fuels and more on cleaner, renewable resources, belied the balmy weather outside. "Necessity is the mother of invention," Solmssen said, "and there is no greater necessity right now than to tackle the challenges of the *Energiewende*."

Invention, Solmssen added, was tantamount to innovation, which was the day's other main theme. One reason for locating the meeting in Munich, after all, was the high concentration of



Ralf Brinkmann, President & Chairman of the Board, Dow Deutschland Inc.



Dr. Michael Weinhold, CTO, Siemens Energy



Gabor Steingart, Editor in Chief, Handelsblatt



Dr. René Umlauf, CEO, MAN Diesel & Turbo SE



Peter Y. Solmssen, Member of the Board and General Counsel, Siemens AG



Robert J. Koehler, Chairman/CEO, SGL Carbon SE

WE SINCERELY THANK OUR EVENT PARTNERS FOR MAKING THE 110TH ANNUAL MEMBERSHIP MEETING POSSIBLE:

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innovative companies based in the Bavarian capital – from Siemens to BMW to Allianz. Speakers throughout the day agreed that companies in both Germany and the US must actively foster innovation if they want to see higher rates of economic growth.

The costs of change

In a panel discussion, Ralf Brinkmann, President and Chairman of the Board of Dow Deutschland Inc., voiced a key concern that resonated with many of the business leaders present, saying that the private sector could not continue to absorb the ever-increasing costs of the *Energiewende*, whether through profit-depressing fees or innovation-thwarting regulations. "I don't think the business community can take any additional strain here," he said. Still, he noted, any reforms to *Energiewende* policies would have to wait until after German elections this fall. Near the end of the discussion, panelists were asked

by moderator Gabor Steingart, Editor in Chief of the Handelsblatt, if Germany needed a Federal Ministry of Energy. The answer was a unanimous yes.

Making new paths

The official work of the 110th Business Meeting included the usual routines of voting on motions and presenting certificates to long-standing members. It also entailed a more somber task, as AmCham Germany President Fred B. Irwin and Treasurer Ernst-Wilhelm Frings took leave of the posts they had held for many years. "I seem to have gone from one high point at this organization to the next, and I don't know when it will end," Irwin reflected fondly. Fortunately for him and for the Chamber, it doesn't have to: Incoming AmCham Germany President Bernhard Mattes, acknowledging Irwin's many years of outstanding service, announced that Irwin had been appointed an AmCham Germany Honorary President. ▶

MEMBERSHIP CERTIFICATES AWARDED

- 60 years** Dr. Nikolaus Närger
Citigroup Global Markets
Deutschland AG
- Gabriela Ahrens
Deutsche Lufthansa AG
- Ernst-Wilhelm Frings
PricewaterhouseCoopers AG
- 50 years** Georg Knoth
GE
- 30 years** Andreas F. Wilkes
Georg von Holtzbrinck
GmbH + Co. KG
- Rainer Hornig
NRW.INVEST GmbH
- 20 years** Dr. Hanns Christoph Siebold
Morgan Stanley Bank AG
- 10 years** Robert Jansen
Ball Packaging Europe
Holding GmbH & Co. KG
- David Knower
Cerberus Deutschland
Beteiligungsberatung GmbH
- Dr. Paul-Stefan Freiling
Freiling, Andreas & Partner
Rechtsanwälte, Wirtschaftsprüfer,
Steuerberater
- Dr. Gernot Wunderle
goetzpartners Corporate
Finance GmbH
- Heiner Fischer
Herbold Fischer Associates
GmbH
- Dr. René Umlauf
MAN SE
- Hans-Joachim Spreng
Spreng Executive Business
Coaching GmbH

Individual Members

- 30 years** Gerhard Drauz
- 20 years** Nicole Lindemann
Dr. Edmunds Preijs
- 10 years** Markus Kaiser



Dr. Nicolas Günzler (left) and Otmar Debald



From left: Renate Riemensperger, Frank Riemensperger and Peter Altmaier



From left: François Escher, Jodi Gentilozzi and Gordon Riské



David Knower (left) and Katharina Knower



Longtime AmCham Germany members are honored with membership certificates.

Mattes opened his first speech in his new role as President on a profound note. "Paths are made by walking," he said, quoting the great Czech author Franz Kafka. "Some people may think that making a path is a simple and straight-forward affair," he added, "but many paths are not." The path he intended to walk as the Chamber's new President would be informed by tradition but still geared toward the future. Mattes indicated that AmCham Germany would remain committed to its historical strengths – its status as a networking platform, its importance as a reliable voice for industry and its symbolic role reflecting the American commitment to Germany. At the same time, the organization would move swiftly on the important issues of tomorrow – cybersecurity, the Transatlantic Trade and Investment Partnership and the upcoming German elections.

The key topics of energy and innovation resurfaced in other speakers' comments. In his remarks Martin Zeil, Deputy Prime Minister of Bavaria, praised his home state as "heaven on earth," to the good-natured chagrin of his non-Bavarian audience members. The strengths of Bavaria and Munich stemmed not from the local government's ability to provide for good weather, he joked, but rather from the state and city's innovative spirit and vitality as centers of art, culture and industry.

Striking the balance

Peter Altmaier, Federal Minister for the Environment, Nature Conservation and Nuclear Safety as well as the evening's guest of honor and keynote speaker, focused his remarks on the *Energiewende*. In a thought-provoking and highly entertaining speech that produced bouts of laughter throughout the banquet hall, the charismatic minister renewed his commitment to the reforms of the *Energiewende*.

and promised continuing action to close the price gap between fossil fuels and more expensive renewable resources. "The *Energiewende* will only be a success if, at the end of it, Germany remains one of the most economically competitive and export-friendly countries in the world," he said, acknowledging the concerns of the business community. He then summed up the overall trajectory of the day's many conversations, pointing out: "It's not a question of the environment *or* prosperity, but the environment *and* prosperity."



Bernhard Mattes congratulates Fred B. Irwin, who will serve as Honorary President of the Chamber.



Hans-Peter Teufers (middle) receives an award from Frank Riemensperger (left) and Fred B. Irwin.



Dierk Müller (left) with Andreas Povel, his successor as General Manager starting in 2014



€11,000 was collected for flood victims. Courtesy of Lufthansa, two tickets were raffled off to donors.



Nicolas Teller delivers laudatory remarks on Ernst-Wilhelm Frings. Frings' successor is Armin Slotta.

US Ambassador Philip D. Murphy Honored with the Silver Award

On June 6, the eve of the 110th Annual Membership Meeting, event partners and special guests were invited to the Hubertussaal at Nymphenburg Palace for the AmCham Germany Recognition Dinner, where US Ambassador Philip D. Murphy was presented with the prestigious Silver Award.

In a heartfelt laudation, Prof. Wolfgang Ischinger, himself a Silver Award recipient, recognized Murphy's elegant and efficient style of diplomacy. Ischinger also gave Murphy – a passionate soccer fan – a special gift: a jersey from the soccer team Bayern München, which had recently won the Champions League final.



From left: Frank Riemensperger, Tammy Murphy, Philip D. Murphy, Prof. Wolfgang Ischinger and Fred B. Irwin



Günther Fortmann (left) and Dr. Gerd Kräh



Dr. Ingrid Herzog (left) and Carl Graf von Hohenthal



Claudia Wüsthof (left) and Jürgen Marc Braml



TIM Committee Presents Milestones Paper

Berlin, May 14. At a recent Parliamentary Breakfast, the Telecommunications, Internet and Media (TIM) Committee released its new position paper, entitled "TIM Milestones – Setting the Course for Germany as an ICT Location." The paper presents AmCham Germany's recommendations on the top 10 issues facing the ICT sector: intelligent networks and broadband, data protection, cybersecurity, protection of minors, Internet-service-provider liability, copyright law, patents, consumer protection, cloud computing and public procurement. After a brief introduction of the paper from TIM Committee Chair Dr. Gunnar Bender and TIM Committee Co-Chairs Mike Cosse and Dr. Nikolaus Lindner, a lively panel discussion followed that included Members of German Parliament Martin Dörmann (SPD), Dr. Tobias Lindner (Alliance '90/The Greens) and Dr. Joachim Pfeiffer (CDU) as well as Parliamentary State Secretary in the Federal Ministry of Economics and Technology Hans-Joachim Otto (FDP). Pictured above are (from left) Nikolaus Lindner, Tobias Lindner, Bender, Otto, Cosse, Pfeiffer and Dörmann.

► For more information about the TIM Committee, please contact
 Julia Pollok
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 E jpollok@amcham.de

► To read the German-language position paper, scan this QR Code



US and German Energy Opportunities

Berlin, June 13. **Steve Eule**, Vice President for Climate and Technology at the US Chamber of Commerce's Institute for 21st Century Energy, gave a presentation at a recent Sustainability Committee meeting on energy opportunities and challenges in the US. At the meeting, participants also explored the contentious issue of shale gas in Germany, including the topic of shale gas regulations. **Dr. Thomas Gäckle**, who heads up raw materials policy at the Federal Ministry for Economics and Technology, explained existing regulations in Germany and potential policy developments that could follow the upcoming federal elections. **Olaf Martins**, from Exxon-Mobil Central Europe Holding GmbH, assessed shale gas potentials from an industry perspective. The meeting concluded with a spirited debate about similarities and differences in the political approach to shale gas in the US and Europe. Pictured below are (from left): Juergen Germann, 3M Deutschland GmbH; Jan Swoboda, Linde AG; Anett Sachtleben, Shell Deutschland Oil GmbH; Dr. Ingrid Herzog, Sustainability Committee Chair; Anne Feldhusen, BDI; Martins; Gäckle; Eule; and Fabian Kühn, ExxonMobil Central Europe Holding GmbH.

► For more information on the Institute for 21st Century Energy, please visit www.energyxxi.org



Defense Working Group Meets Parliamentarians

Berlin, June 13. The Transatlantic Aerospace & Defense Working Group (TADC) hosted an informational luncheon focused on international cooperation together with the Aviation and Space group of the German Bundestag and the Aviation and Space Forum. After an introduction by **Heinz Schulte**, Editor of the magazine Griephan, US Navy Cmdr. **Jennifer Mills** and TADC Chairman **James Monroe** spoke about the successes and challenges of cooperation in aerospace and defense, which was then followed by a lively discussion. Pictured on the left are (from left): Axel J. Arendt; Torsten Staffedt, MdB (FDP); Mills; Monroe; and Schulte.

Business of Healthcare Committee Hosts Ackermann, MdB

Berlin, May 17. Continuing its breakfast series, the Business of Healthcare Committee met with **Jens Ackermann**, MdB (FDP) and spokesperson for his party's parliamentary group that serves on the Committee on Health. The discussion, which went by the title "Patient Care of the Future," focused on demographic changes, the need for more transparency in the self-governing administration in healthcare, and the personal responsibility of citizens and patients. Pictured on the right are (from left): Steffen Lucke; Dr. Britta Woldt, MSD SHARP & DOHME GMBH; Claus C. Hommer, Johnson & Johnson Holding GmbH; Dr. Dagmar Walluf-Blume, Takeda Pharma Vertrieb GmbH & Co. KG; Ackermann; Oda Hagemeyer, Novartis Pharma GmbH; Nannette Baltes, Novartis Pharma GmbH; and Dr. Frank Wartenberg, IMS Health GmbH & Co. OHG.



CR Committee Talks Strategy

Berlin, May 14. In the first part of this Corporate Responsibility (CR) Committee meeting, Committee members heard from **Jörg Trautner**, head of the division focused on corporate social responsibility (CSR) at the Ministry of Labor and Social Affairs. Trautner discussed German as well as European CSR strategies and agreed with participants that CSR should remain voluntary – a contrast to the latest legislative proposal from the European Commission. In its recently published election-year position paper, the CR Committee puts forth arguments supporting the voluntary nature of CSR. In the second part of the meeting, attendees heard from **Andreas Jung**, MdB and chair of the Parliamentary Advisory Council on Sustainable Development. Jung discussed the work of his council with participants and expressed a strong interest in exchanging ideas with company representatives present at the meeting.

Election Year: AmCham Positions

The economic crisis that began in 2008 is still with us. Though Germany has weathered the storm well compared to most European economies, it has still failed to achieve the expected level of sustainable economic growth. Only by enhancing the conditions for investment can the country overcome the lingering effects of the crisis. On the occasion of the upcoming federal election in Germany on Sept. 22, AmCham Germany has published a series of position papers addressing current economic challenges and proposing possible solutions. For industry-specific challenges, AmCham Germany's policy committees have formulated advisory strategies that will promote reform and secure the long-term viability of Germany as a business location.

► To read the papers, please visit www.amcham.de/public-affairs.html

top-level meetings



Business Leaders Meet with State Secretary Rogall-Grothe

Berlin, May 27. **Cornelia Rogall-Grothe**, State Secretary in the Federal Ministry of the Interior (BMI) and the Federal Commissioner for Information Technology, met with AmCham Germany members in the Ministry's Berlin headquarters. Pictured here are (from left): **Philipp Braun**, **Olaf Reus**, **Tanja Böhm**, **Peter Batt**, Rogall-Grothe, **Dr. Wolfgang Dierker**, **Carsten Kestermann**, **Dr. Marcus Ostermann**, **Benjamin Brake**, and **Dr. Rainer Stentzel**.



Altmaier Discusses *Energiewende* at Membership Meeting

Munich, June 7. The Chamber's leadership met with **Peter Altmaier**, Federal Minister for the Environment, Nature Conservation and Nuclear Safety, for a discussion of key issues surrounding the *Energiewende*. Pictured here are (from left): **Peter Y. Solmssen**, Member of the Board & General Counsel, Siemens AG; **Fred B. Irwin**, AmCham Germany Honorary President; Altmaier; **Bernhard Mattes** (partially covered), AmCham Germany President; and **Frank Riemensperger**, AmCham Germany Executive Vice President.



AmCham Germany Goes to Washington

Washington, DC, May 13-14. AmCham Germany President Bernhard Mattes, Executive Vice President Frank Riemensperger, General Manager Dierk Müller and Senior Adviser Wolf Brueckmann met with several business representatives and high-ranking political leaders in the US capital, including US Senators **Dan Coats** and **Richard Shelby**. Some of the many topics discussed included the Transatlantic Trade and Investment Partnership and recent developments in the German political landscape. Pictured here are (from left): Müller, Riemensperger, Coats and Mattes.



Business in Hanseatic Hamburg

Hamburg, June 4. Dierk Müller, AmCham Germany General Manager, participated in the opening panel of the Deutsch-Amerikanischer Wirtschaftstag (German American Business Forum), hosted by AHK at the Hamburg Chamber of Commerce. AmCham Germany was a proud supporter of the event.

► For more information on the Deutsch-Amerikanischer Wirtschaftstag, please visit www.da-wt.com/startseite

AmCham Germany's Man in Washington

Washington, DC, June 2-5. AmCham Germany Senior Adviser Wolf Brueckmann represented AmCham Germany at this year's Transatlantic Conference hosted by AmChams in Europe (ACE). The event provided AmCham leaders an opportunity to discuss topics surrounding free trade and investment. It also saw the launch of the new e-book "The Case for Investing in Europe."

► To view the e-book free of charge, scan this QR code



We mourn the loss of our longtime member

Robert P. Eaton

Eaton joined the Chamber as an individual member in 1962. He served on the Board of Directors and proved to be an outstanding chairman of various committees. In 1973 he was awarded a lifetime honorary membership. He is in our thoughts.

American Chamber of Commerce in Germany

amcham germany in the press



Focusing on the agreement

Handelsblatt: Are Germans still fascinated with the American way of life? [...]

Irwin: US firms can also learn a lot from Germans. For instance, there hasn't been a dual-track education system in America. Still, Obama mentioned the topic in his State of the Union address. Researchers from Florida are coming to Germany to study the country's systems, in the hope of introducing something similar in Tampa. Germany has more to offer than just its products: The country has good ideas too. Even

the car-scrap bonus was introduced a year later in the US as the cash for clunkers program.

HB: Do you think Germany is having problems moving forward with reform?

Mattes: Agenda 2010 improved Germany as an investment location. We are concerned by the current public debate that only focuses on dividing wealth and not on creating it. We need to advance the agenda by taking such steps as modernizing our infrastructure and promoting innovation. These are decisive actions. The same goes for creating more

flexibility in the labor market. We also need professional management of the *Energiewende* in order to leverage its innovations while also maintaining competitive energy prices. This will allow us to keep manufacturing located here. [...]

(Translated from the original article in German in the Handelsblatt on June 19, 2013)

Free trade must remain top priority

AmCham Germany places great hope in the upcoming negotiations over a transatlantic free-trade zone. "If this is going to happen, it has to remain a top-level priority for both



Intern Program Participants Arrive

The latest group of 32 US interns recently arrived in Frankfurt/M, where they attended a reception to meet their host companies and prepare themselves for their edifying work experiences in Germany. The interns, hailing from various universities in the southeastern US, heard welcoming remarks from a number of prominent business leaders, including Eric Menges, host of the reception and Executive Vice President, FrankfurtRheinMain GmbH;

Sebastian Meis, BridgehouseLaw; Kevin C. Milas, US Consul General; and Uwe Detering, Director, UPS Deutschland.

The US-German Internship Program aims to cultivate a positive view of Germany among future leaders of the US, with the expectation that each participant in the program will be able to serve as an ambassador of German-American friendship. The highly successful and steadily growing program, now in its fourth year, operates

under the patronage of Hannelore Kraft, Minister President of North Rhine-Westphalia. ■

► For more information about how you and your company can get involved, please contact Katrin Utzinger
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Obama and Merkel," says Mattes. Both sides should take the time necessary to reach a good conclusion – one that not only eliminates tariffs but also harmonizes regulations, like those necessary for the homologation of cars and approval of medications. "There is no rush." The free-trade zone could lead to long-term growth of 1.5%.

(Translated from the original German article from Reuters on June 17, 2013)

Fred's successor

[...] "I don't want to be a copy of Fred. I want to develop and imple-

ment my own ideas," [says Mattes]. [...] The implementation of all Chamber projects will be shared among more individuals from now on. AmCham Germany has 500 members serving in voluntary positions on 30-some various regional and thematic committees. [...] The most important economic project for the Chamber, according to Mattes, would be the negotiations for a European-American free-trade zone, set to begin next year, as well as the upcoming federal elections in Germany. [...] Before the election, he intends to reach out to

all parties to promote an agenda of investment, growth and jobs. "There is too much overregulation right now," he laments. Instead, Germany would need a reduction in bureaucracy. "We must offer that much more, as our costs are higher than other investment locations," he says. This would be especially important when it came to the country's energy policy, which would be menacing Germany with the prospect of reduced competitiveness. [...]

(Translated from the original German article in the Frankfurter Allgemeine Zeitung on June 7, 2013)

AmCham Germany hopes for reduction in trade barriers

AmCham Germany is optimistic about the possibility of reducing trade barriers. President Obama had joined Europe in signaling his openness to a free-trade agreement, said new AmCham Germany President Bernhard Mattes on Friday in Munich. "The political will to find a significant solution can be heard in every conversation. That's a very good place to start."

(Translated from the original quote in German as it was published by dpa on June 7, 2013)



TAX FACTS ON CORPORATE STRUCTURES

Frankfurt/M, April 22. In this iteration of the AmCham Germany-PricewaterhouseCoopers (PwC) lecture series on international tax highlights, PwC Partner **Christof K. Letzjus** and PwC Senior Managers **Marco Bach** and **Martin Schmitt** presented the risks and rewards for companies that have created

certain permanent establishments in foreign countries. Speakers addressed the trend toward a simplification of corporate structures and highlighted the advantages of permanent establishments and SEs. Pictured here (from left) facing participants are Schmitt, Bach and Letzjus.



FLEXIBILITY PAYS OFF

Berlin, May 13. In his keynote speech at this Executive Forum, **Jim O'Neill**, former Chairman of Goldman Sachs Asset Management, stressed the importance of flexible approaches to today's volatile business climate. In a subsequent Q&A with **Dr. Bart van Ark**, Executive Vice President and Chief Economist of event cohost The Conference Board, O'Neill advised the audience to study South Korea's resilient response to downturns in the economy. Pictured here are O'Neill (left) and Ark during the Q&A session.

PROFITING FROM THE TAX EXPERTS

Leipzig, June 5. During this installment of the AmCham Germany-PricewaterhouseCoopers lecture series on international tax highlights, PwC tax consultants **Florian Gimmler** and **Dr. Dorit Seiler**, along with PwC colleague and Saxony Regional Committee Co-Chair **Birgit Thalhammer**, discussed the implications of transfer pricing regulations for business organizations. The chief takeaway of the event was that profit can only be determined at the end of the value chain.



AVERTING DISASTER IN FINANCIAL MARKETS

Frankfurt/M, May 22. Effective crisis management mechanisms are crucial in our volatile global business environment. Businesses and institutions across Europe are facing a range of new regulatory challenges. At this Executive Forum, **Bryan Marsal**, founder and Co-CEO of Alvarez & Marsal, and **Dr. Christopher Pleister**, Chairman of the Federal Agency for Financial Market Stabilization, discussed these challenges, along with cooperative financial-market oversight and the prospects for averting additional market turbulence. The event, cohosted by Alvarez & Marsal and UBS Deutschland AG, was attended by more than 70 high-ranking executives from the financial-services community. Pictured here are event moderator Heike Goebel (left), Editor at the Frankfurter Allgemeine Zeitung, and Marsal.



DECODING COMPLIANCE

Düsseldorf, April 16. At this event, attendees learned about compliance issues related to internal and external investigations from both a privacy-protection standpoint and a labor-law perspective from **Dr. André-M. Szesny** and **Regina Glaser**, both partners at Heuking Kühn Lüer Wojtek. **Johan Lubbe**, Shareholder of Littler Mendelsohn P.C., provided a US perspective on the same topic. In the ensuing discussion, which was moderated by Dirk W. Kolvenbach, speakers remarked on the high degree of care companies must take in responding to the challenges of cross-border regulatory investigations lest they find themselves getting tied up in costly legal proceedings.

UPCOMING EXPERT BRIEFINGS AND CONFERENCES THROUGH OCTOBER

International Tax Highlights

Host: PricewaterhouseCoopers AG
Date: Sept. 16; location: Frankfurt/M

Demystifying US Jury Trials

Host: Quinn Emanuel Urquhart & Sullivan, LLP
Date: Oct. 1; location: Frankfurt/M

- ▶ To register for one of these events or to book your own Expert Briefing or Forum, please contact
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Let's Talk About a Revolution

The explosive popularity of social networks is just one example of how quickly digital technology has disrupted the business world over the past decade. Nevertheless, many executives still demonstrate a healthy skepticism when it comes to deciding how, or how fast, to adopt an overreaching digital strategy.

The electricity revolution at the turn of the 20th century may offer these executives a compelling analogy. At that time, electrical machinery began to replace steam as a source of power. Most companies replaced their steam engines with electric dynamos but left the rest untouched. Only a few companies saw the potential of the dynamo to enable new ways of working. Guess who succeeded?

The 'digirati' outperform their industry peers on multiple financial metrics

Digital technology has the potential to radically improve corporate performance and company reach in a way that is comparable to the previous industrial revolution. As the analogy about electricity's role in industry suggests, digital transformation is as much about organizational change as it is about implementing new technologies.

Together with the MIT Center for Digital Business, Cappgemini Consulting has released a research series on how companies are managing and benefiting from digital transformation. It reveals that high-performing companies – the "digirati" – outperform their industry peers on multiple

financial metrics. They generate, on average, 9% more revenue through their existing assets, top their competitors' profitability by 26% and, at 12%, achieve significantly higher market valuations.

However, our research also reveals a puzzling fact: Despite the enormous potential of digital technology in everything from enhancing productivity and collaboration to improving customer experience, few firms are truly tapping into the benefits of digital transformation. Indeed, the majority are at serious risk of falling significantly behind a few highly savvy competitors.

These skeptical firms would be wise to reexamine the fate of the numerous companies slow to reorganize around the electric dynamo. ■



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Social Media Taps New Talent for Companies

As a digital company targeting the HR industry, monster.de sees social media as an increasingly promising channel to reach future target groups and young professionals. To examine social media's effects on the recruitment industry, we have teamed up with the Centre of

Very few companies have a strategy for social media recruitment

Human Resources Information Systems (CHRIS) at Frankfurt and Bamberg universities to conduct an annual study to examine both a job seeker's and an

employer's perspective in the recruitment process.

"Recruiting Trends 2013" notes that the majority of Germany's 1,000 largest companies think social media are one of the greatest developments in the field of recruitment. Half of these companies have a positive opinion of recruitment using social channels. At the same time, 84.9% think HR managers need to learn new skills in this field and only 16.1% have a specific strategy in place for social media recruitment.

Social media support the HR industry especially in the area of employer

Facebook has nearly 25 million active users across Germany

branding and serve as a great tool for supplementing the search for new employees. Social media also make it possible to create ongoing contact with specific target groups.

At our company, we have a dedicated team that generates valuable advice and content for applicants on such topics as job applications, recruitment and career success, which we share on our Facebook page. We're also using social media channels as part of our current online campaign *Vergleichswahnsinn* (comparison madness) to give users the chance to enjoy several interactive features. ■



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May to June 2013

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What brought Auction.com, a leading online real estate marketplace, to AmCham Germany?



Auction.com is expanding on its success in creating the leading online marketplace in the US for buying and selling commercial and residential real estate. Germany is our first international market, and we view it as instrumental to our future growth. As a result, we see AmCham Germany as a strategic local partner in the process of launching our brand and establishing the benefits of our platform in Europe's largest economy.

Monte Koch, Co-CEO of Auction.com

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Our topics will include:

- ▶▶ Automotive industry: "Made in Germany" or "Made for Germany"?
- ▶▶ Special report: Top 50 US companies in Germany
- ▶▶ Investment region: North Rhine-Westphalia



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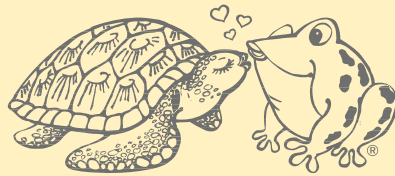
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<p>AmCham Germany 2013 event highlights</p> <p>Please see www.amcham.de for the latest updates</p> <p>Light blue = events wholly or partially in English</p>	<p>July 23</p> <p>Business After Hours</p> <p>Latham & Watkins LLP</p> <p>Topic: Ablauf einer M&A-Auktion unter Berücksichtigung aktueller M&A-Trends</p> <p>Munich</p>	<p>Aug. 23</p> <p>Summer Barbecue</p> <p>International Chambers of Commerce in Berlin</p> <p>Berlin</p>	<p>Aug. 27</p> <p>Business Luncheon</p> <p>Dr. Christian P. Illek Vorsitzender der Geschäftsführung Microsoft Deutschland GmbH</p> <p>Frankfurt/M</p>	 <p>© Microsoft Corporation</p>	<p>Aug. 29</p> <p>International Summer Business Barbecue</p> <p>Dresden</p>
<p>Sept. 11</p> <p>President's Dinner</p> <p>Dr. Karl-Thomas Neumann Vice President, GME CEO, Adam Opel AG</p> <p>Frankfurt/M</p>	 <p>© GM Company</p>	<p>Sept. 18</p> <p>Business Luncheon</p> <p>Frank Riemensperger Vorsitzender der Geschäftsführung Accenture Deutschland</p> <p>Düsseldorf</p>		<p>Sept. 19</p> <p>Board of Directors Meeting</p> <p>Dirk Wittkopp IBM Deutschland Research & Development GmbH</p> <p>(Board, Patron and Executive Members only)</p> <p>Stuttgart</p>	<p>Oct. 1</p> <p>Business Luncheon</p> <p>Frank Sportolari President UPS Germany</p> <p>Frankfurt/M</p>
<p>Oct. 8</p> <p>Business Luncheon</p> <p>Stephan Gemkow Vorsitzender des Vorstands Franz Haniel & Cie. GmbH</p> <p>Düsseldorf</p>	<p>Oct. 9</p> <p>AmCham Germany Forum</p> <p>Carlos H. Galaniuk</p> <p>Topic: Rechtliche Aspekte des US-Geschäfts</p> <p>Nuremberg</p>		<p>Oct. 16</p> <p>Business After Hours</p> <p>Paramount Pictures Deutschland</p> <p>Topic: Entwicklungen in der Entertainment- und Filmindustrie</p> <p>Munich</p>	<p>Oct. 22</p> <p>Business After Hours</p> <p>MAN Diesel & Turbo</p> <p>Berlin</p>	 <p>© MAN Truck & Bus AG</p>
<p>Oct. 30</p> <p>Business Luncheon</p> <p>Roland Koch Chairman of the Executive Board Bilfinger SE</p> <p>Frankfurt/M</p>		<p>Nov. 13-14</p> <p>Seventh Annual Transatlantic Business Conference</p>  <p>Frankfurt/M</p>	<p>Nov. 26</p> <p>Thanksgiving Dinner</p> <p>René Schuster, CEO Telefónica Deutschland Holding AG</p> <p>Hamburg</p>	 <p>Nov. 28</p> <p>Thanksgiving Dinners</p> <p>Düsseldorf, Frankfurt/M, Hannover</p>	
<p>Dec. 5</p> <p>Board of Directors Meeting</p> <p>(Board, Patron and Executive Members only)</p> <p>Berlin</p>	<p>Dec. 5</p> <p>Goose Dinner</p> <p>Berlin</p>		<p>Dec. 11</p> <p>AmCham Germany Forum</p> <p>Daniel Blöchle Deloitte & Touche GmbH Tax Department</p> <p>Topic: Erfolgsfaktor Steuern bei US Investments</p> <p>Nuremberg</p>	<p>Dec. 13</p> <p>Swinging Christmas</p> <p>Stuttgart</p>	

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