

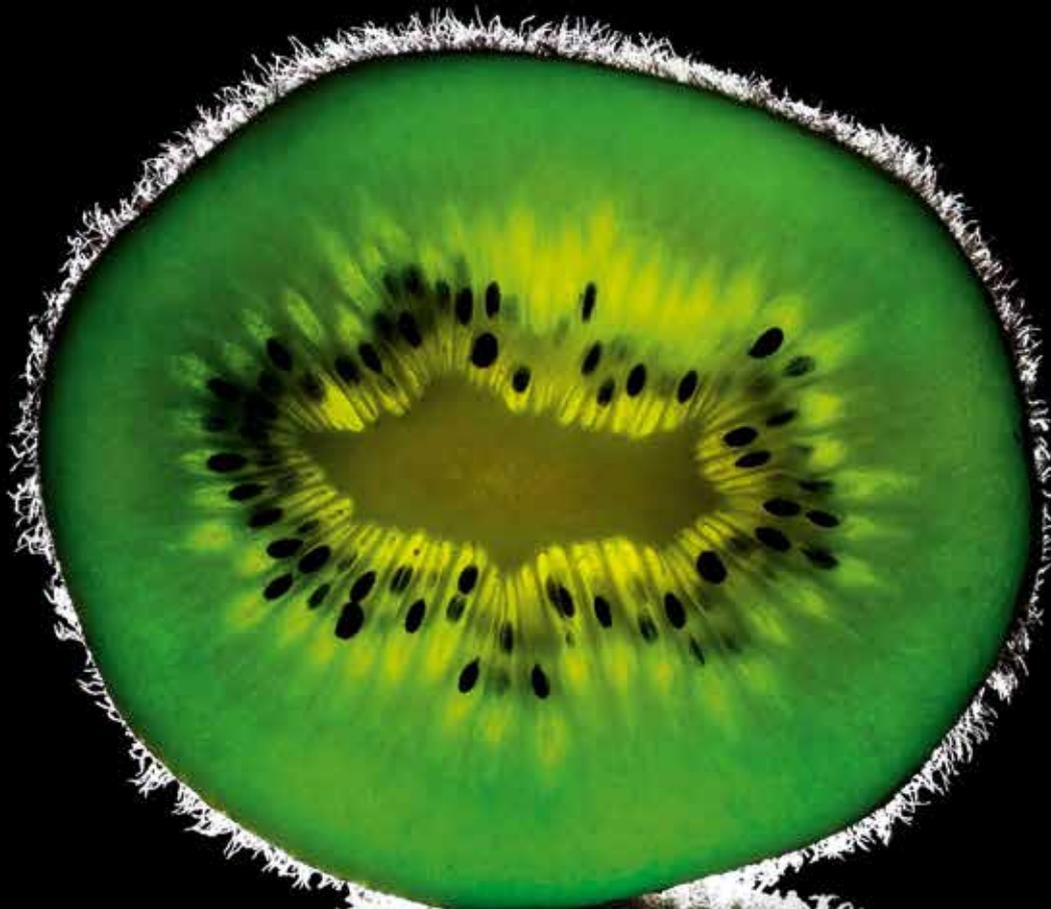


## Digitization of the Workplace

### 113<sup>th</sup> Annual Membership Meeting

- ▶ **Innovation:** Driver of Growth
- ▶ **Business Barometer:** Set for Growth
- ▶ **Baden-Württemberg:** *Musterländle*
- ▶ **High-Tech:** German Delegates Visit US West Coast

# Analytics sieht, was Sie nicht sehen. Und lässt Sie so verborgene Potenziale erkennen.



Wie nutzt man das Potenzial, das sich hinter Daten verbirgt? Wir helfen unseren Kunden, Daten in Einsichten, Einsichten in Strategien und Strategien in Erfolge zu verwandeln. Mit unseren digitalen Kompetenzen in den Bereichen Analytics, Interactive und Mobility. Damit Sie sich im Wettbewerb erfolgreich behaupten. Das ist High Performance. Delivered.

High performance. Delivered.

# Innovation – Key Factor on the Road to Success



**Stanislaw Tillich**  
Prime Minister of the Free State of Saxony

As long ago as the Middle Ages, silver ore mining and its associated metallurgic industries made Saxony incredibly rich and – most of all – incredibly rich in innovative metal forming technology. When, in the late 18<sup>th</sup> century, Saxony became a continental pioneer of the Industrial Age, it soon established itself as an industrial and scientific leader in Europe, especially as a manufacturer of innovative production machinery. A major reason for this was prudent private and public investment in education, science and technology that fueled business growth and success.

Today, the vibrant spirit of entrepreneurship and innovation, which has been a defining element of the Saxon economy for more than eight centuries, is still our most important resource. Moreover, the success of the Saxon economy still hinges on our education system, a well-trained workforce, excellent public infrastructure and competitive research and development institutions. We see education and science as tools that empower people to create innovative sustainable solutions to various challenges. To this end, Saxony funds hundreds of technology projects every year, strongly

supports application-related research and generally adopts solid financial and pro-business policies.

This is the road to success. Take, for example, materials science innovations: Three hundred years ago, Saxon scientists discovered the manufacturing process for porcelain. Today, ceramic materials engineered in Saxony’s research institutes replace teeth, enable fuel cells and batteries, improve the performance of heavy duty tools and automotive parts and serve as energy-efficient sources of light.

Saxon science and industry have applied their knowledge to other materials as well, such as silicon. “Silicon Saxony” is Europe’s largest network in the microelectronics sector, and for good reason: every second chip produced in Europe comes from Saxony. This achievement is, in part, thanks to the US-based investor and chip producer AMD who came to Saxony in 1996 – just as more than a hundred other US investors did and continue to do.

Like all foreign investors in Saxony, more than one hundred US companies have taken root in the fertile Saxon economy and represent some of the most competitive and innovative brands in the world. Meanwhile, Saxony’s hallmark business sectors – manufacturing technology, automotive and energy technology as well as ICT – are merging into Industry 4.0, bringing forth solutions for fully automated and fully digital production as well as electric mobility and renewable energy.

At the Hannover Messe, Chancellor Merkel and President Obama strongly committed to supporting innovations as the way forward for the transatlantic partnership. Here in Saxony, we are contributing to this transatlantic innovation push. Come visit us and have a closer look!

The spirit of entrepreneurship and innovation is our most important resource

**When the going gets tough... PCS SCHLESSING**  
Controlling • Commission • Consulting



**Interim Management in Finance/Accounting/Controlling  
Committed & Professional**

- ⇒ Ad hoc/vacancy/sick leave bridging, startup of business sites in Germany
- ⇒ 20years+ professional experience in dynamic environments and US head-quartered companies, mainly Software/IT
- ⇒ Familiar with all aspects of Finance, managerial as well as operational
- ⇒ Strong SOX background, SSC implementation, Sales Controlling, German & US GAAP & IFRS and more
- ⇒ Hands on, computer literate, multi-lingual, business partner oriented

**If you need someone to go the extra mile for your business,  
we should talk!**

PCS Schlessing GmbH — Bodo Schlessing, Managing Director — Im Ruesse! 7 — 64839 Muenster  
(Germany, Frankfurt area) — Phone +49 (0)178 695 5358 — email: bs@pcs-schlessing.de  
www.pcs-schlessing.de



## 11<sup>th</sup> Edition of Corporate Responsibility Publication Available Now

### Diversity & Inclusion

The American Chamber of Commerce in Germany e.V. (AmCham Germany) and Frankfurt Business Media – Der F.A.Z.-Fachverlag have published their annual Corporate Responsibility Publication.

This year, the focus is on “Diversity & Inclusion – Gelebte Vielfalt in global agierenden Unternehmen”. The 11<sup>th</sup> edition portrays best practice examples of Diversity & Inclusion measures and strategies from a variety of AmCham Germany’s member companies. These include diversity networks, initiatives for the support of refugees as well as activities regarding individual career promotion for both genders.

Expert articles on issues such as unconscious biases and inclusive leadership complement the companies’ perspectives.

### Trend survey

The Corporate Responsibility book also includes a trend survey on Diversity & Inclusion that was conducted among AmCham Germany’s member companies. The survey focuses particularly on the relevance of

Diversity & Inclusion for a company’s culture and success. It confirms that Diversity & Inclusion are increasingly important for businesses.

### Book Launch in April 2016

The publication was launched at the AmCham Germany Annual Membership Meeting in Leipzig in April 2016.

### Available online

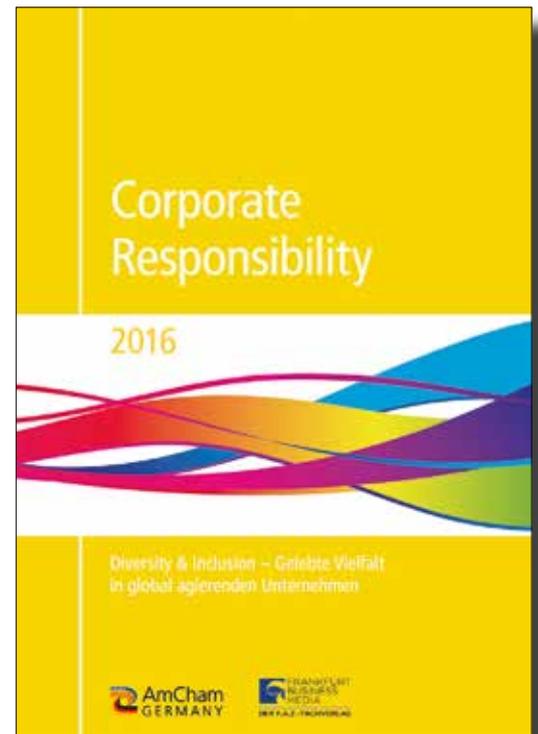
The Corporate Responsibility Publication 2016 is available online:



Hardcopies can be ordered via [lverbeek@amcham.de](mailto:lverbeek@amcham.de).

### More Information

For further information, please contact:  
Lena Verbeek  
T +49 30 288789-28  
E [lverbeek@amcham.de](mailto:lverbeek@amcham.de)

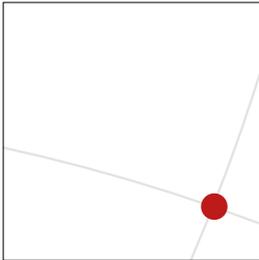


[www.amcham.de](http://www.amcham.de)



## cover story

- 6 Innovation – Driver of the Growth /  
PricewaterhouseCoopers AG; Evonik Industries AG; Klöckner & Co SE



## from amcham germany members

- 21 member know-how: Aligning Business and IT to Drive Innovation / Damovo Deutschland GmbH & Co. KG;  
Pharma Dialogue for the Future of Healthcare / MSD SHARP & DOHME GmbH



## amcham germany member support

- 17 access your global network: Italy – More than Food and Fashion  
20 investment region: Baden-Württemberg – *Musterländer*  
22 policy highlights: Let's Talk Digital Transformation – Visiting High-Tech Companies



## amcham germany events

- 8 event report  
12 special report: 113<sup>th</sup> Annual Membership Meeting  
18 key studies: XIII AmCham Germany Business Barometer –  
US Companies in Germany Set Again for Growth



## chamber news

- 11 special report: US-German Internship Program  
24 Atlanta Business Day  
26 special report: AmCham Germany Board of Directors Meeting



- 25 new members  
27 chamber calendar

Cover (from left): Kate Johnson of GE Digital; AmCham Germany Vice President Isabel Hochgesand; and Kathleen B. Fish of Procter & Gamble at the 113<sup>th</sup> Annual Membership Meeting

- ▶▶ Collaborative innovation
- ▶▶ Transforming business
- ▶▶ Driving growth

# Innovation

## Five Basic Rules for Mastering Innovation

Innovation has become a key differentiator and needs to be on top of every boardroom agenda to deliver on a capabilities-driven strategy and provide sustainable growth. Innovation is an essential competitive advantage, since innovative companies have proven to grow quicker, generate higher margins and therefore be more successful.

Unfortunately, being innovative does not come naturally to every company, but has to be fostered and actively promoted. While most companies nowadays seem to have understood the importance of innovation, some are acting on it more successfully than others. How come?

Based on a large global study on innovation conducted by PwC, there are five key factors differentiating innovative companies from their peers. Take them as basic rules on how to survive and win in a disruptive world:

**Commit on a clear-cut innovation strategy.** In order to build and sustain an innovative culture encouraging innovation in all areas, innovation strategy has to be put right at the heart of every strategic decision.

**Handle innovation like any other established business process.** The days when

innovation was the preserve of research and development (R&D) units at the sidelines of the business are gone. Successful companies recognize that innovation is a mainstream process, which brings together frontline teams, customers and a range of different partners from beyond the organization.

**Seek to come up with breakthrough and radical innovations.** Think big – this seems to be the case for innovative companies. Rather than trying to find slightly better products, they focus their innovative energy and budgets on whole new sources of revenue.

**Explore and use a vast variety of innovative business models.** Not only are innovative companies looking for product innovation but furthermore explore different innovative business models, for example when it comes to pricing or service delivery.

**Invest in relationships and collaborate.**

Innovative companies do not only rely on their internal capabilities but take advantage of the wealth of knowledge that exists outside of the organization. On top of that, conversely, they share their knowledge when doing so does not jeopardize their own competitive position.

Of course every company has a different approach to innovation, and there is no golden rule to guaranteed success. But reflecting on the five key factors above might bring you one step closer to not only standing in awe of companies like Google, Apple or General Electric, but actually following in their innovative footsteps. ■



Innovative companies have proven to grow quicker, generate higher margins and therefore be more successful

**Armin Slotta**  
Head of Business Development & Innovation  
PricewaterhouseCoopers AG  
[www.pwc.de](http://www.pwc.de)



© worldvector/istock/Thinkstock

Innovation can drive the economy primarily in two ways: by expanding the number and value of new products and services and by improving processes to increase productivity and make better use of resources. Traditional models of innovation are no longer sufficient to deliver future growth; companies strive for digital approaches to create disruptive products and services and entirely new business models.

## Open Innovation – Digitally Tapping into the Crowd

**T**he main driver for creativity and innovation in recent years has been the increase in connectivity of people all over the world. This, in a nutshell, is also what Stephen Johnson already predicted in 2010 in his groundbreaking book “Where good ideas come from”. Thus, for the years to come, we expect the digital transformation of society and industry to drive innovation of organizations – more than anything else before in the history of mankind.

Open Innovation has been generally accepted as a convincing answer to decreasing product life cycles, increasing individualization of products and a growing complexity of innovations. Transparent innovation ecosystems that include external partners from academia, industry and service providers and even include non-profit organizations, are developing successfully in many industrial value chains. Research and development project consortia with academic and industrial partners, with or without public funding by the government, are one way to build such ecosystems. But there is more to come: for example, industry innovation alliances and consortia.

Some industries, particular B2C industries, have even been including end-consumers in their innovation processes for many years. New is the fact that more and more companies are starting to connect digitally with their customers, the customers of their customers and with end-consumers. Internet-based idea

contests, digital open innovation portals and lounges offered by companies on their websites are established crowdsourcing initiatives that enable one to tap into the wisdom of the crowd and to connect with experts who might not be known to the company, but might own that missing piece of knowledge one is looking for.

Digital collaboration will be the standard of the future. A digital innovation ecosystem connected 24 hours a day, seven days a week, with partners and experts all over the world will be the driving success factor for innovation. But it is not only a matter of connecting to the outside



Digital transformation will drive innovation – more than anything else before

**Prof. Dr. Georg Oenbrink**  
Corporate Innovation  
Evonik Industries AG  
[www.evonik.com](http://www.evonik.com)

world. It is equally important for big, multinational enterprises to efficiently utilize and leverage the knowledge and expertise contained inside their own organizations. Including the whole organization with its broad range of knowledge, expertise and skills in idea generation and maturation, in problem solving and business case development has become increasingly important over the last years, especially in B2B companies. Ideation jams, idea contests and seeker-solver communities pushed forward on social business platforms are just some of the approaches companies have developed over the past few years. ■

# A Digital Platform for the Steel Industry

The steel industry is burdened by overcapacities, falling prices, competition and fragmented markets – especially in steel distribution. In short, the industry needs to reinvent itself. “Business as usual” will no longer get the job done.

Klößner & Co is currently showing how such a reinvention could work – by transforming a margin-based offline business to a transaction fee-based platform business. The company is developing an open industry platform to create an end-to-end data flow at every link in the supply chain, from the producers all the way to the customers. Such a platform can even integrate competitors and provide numerous advantages for all participants of the value chain.

While suppliers can benefit from improved utilization of cost-intensive production assets due to an increased transparency of demand, customers will enjoy a broader range of materials available and a higher price transparency. Furthermore, transparency will lead to lower inventory levels

and cost savings in logistics along the entire value chain.

Klößner is planning to roll out the new platform in 2017. However, before the launch, several challenges remain – for instance, getting customers on board. To engage customers, Klößner is already inviting them at an early stage to take part in the development of new online tools – by using Silicon Valley-approved methods such as design thinking and building minimum viable products.

In addition, the company is also aiming to include small and medium-sized enterprises (SMEs) in their approach to digitization. SMEs often do not have the capacity to take on the challenges of digitization by themselves.

Based on its own positive experiences at Berlin’s coworking space betahaus, where the com-

The open industry platform can integrate all players, from the producers all the way to the customers



**Gisbert Rühl**  
CEO  
Klößner & Co SE  
[www.kloeckner.com](http://www.kloeckner.com)

pany took its first steps along the road to digitization, Klößner is now planning to set up its own coworking space for SMEs, also in Berlin, inviting SMEs to an open collaboration to prepare themselves for the digital transformation.

Klößner is convinced that this initiative will make a difference. Their own lesson learned in the process was: It is okay to start small, but it is vital to start right away in order not to miss the boat. ■

## event report



### STRENGTHENING TRANSATLANTIC TIES

Munich, April 26. Guests attended this Business Luncheon with event partner Bristol-Myers Squibb to hear **Tom Donohue**, President of the US Chamber of Commerce, give a speech on the transatlantic relations and draw conclusions from this year’s Hannover Messe with *Partnerland USA*. Donohue also spoke about the US as a business location, the challenges and opportunities of digitization and Industry 4.0 as well as the latest developments regarding TTIP. The speech

was followed by a networking reception with a flying buffet. Pictured here are (from left): Christian von Sydow, Bavaria Regional Committee Co-Chair; Andreas Povel, General Manager, AmCham Germany; Donohue; Han Steutel, Senior Vice President and General Manager Germany of Bristol-Myers Squibb GmbH & Co. KGaA; Burkhard Linke, AmCham Germany Representative Bavaria; and Andreas Württenberger, Bavaria Regional Committee Co-Chair.

### TRANSATLANTIC DATA TRANSFER

Frankfurt/M, Feb. 24. At this Expert Briefing, **Dr. Thomas Schürle** and **Dr. Friedrich Popp** of Debevoise & Plimpton LLP in Frankfurt/M gave speeches on data transfer to the US and provided an overview of the – at that time upcoming – Safe Harbor II regulation.

### LOOKING AT US AND GLOBAL POLITICS

Cologne, Feb. 24. At this Business Luncheon with US Consul General **Michael Keller**, the Consul shared his view on recent developments and decisions in US and global politics. Pictured here are (from left): Keller and Dr. Hermann Hollmann, Cologne Regional Committee Chair.



**OIL BUSINESS**

Hamburg, April 26. During a Business Dinner with **Lord Browne of Madingley**, Executive Chairman of L1 Energy, Chairman of Huawei UK and former CEO of BP, the guest of honor spoke about his decades-long experience in the oil and gas industry. Pictured here are: Lord Browne (left) and Dr. Henning C. Schneider, Northern Germany Regional Committee Chair.



**LAWYER WITH SPEED**

Stuttgart, April 25. **Monisha Kaltenborn** is the team principal of the Sauber Formula One team and also the team's CEO. At this Business Luncheon, she spoke with Prof. Gerhard Wegen, Baden-Württemberg Regional Committee Chair, about her role as a female legal expert in the Formula One and the challenges she faces in this male-dominated sport. Guests attending the event heard a very personal dialogue, and Prof. Wegen painted an inspiring portrait of an extraordinary woman. Pictured here are (from left): Ulrich Schwer of Althoff Hotel am Schlossgarten; Kaltenborn; and Wegen.



**A DAY AT SCHOOL**

Böblingen, Feb. 16. Members and friends of AmCham Germany were invited to tour the recently opened American military school in Böblingen – including an elementary and high school for more than 1,300 students from the Stuttgart area. **Bill Harvin**, Operations Manager, gave participants insight into a day at school.

**GLOBAL POLITICAL CHALLENGES AND THE ROLE OF RUSSIA**

Stuttgart, March 8. What are the biggest political challenges in 2016? Guests attending this Business Luncheon with **Prof. Klaus Mangold**, former Member of the Board at Daimler and Chairman of the Ostausschuss der Deutschen Wirtschaft, heard his view on current developments and took the opportunity to ask the seasoned Russia expert questions on the challenges for – and with – Russia. Pictured here are (from left): Matthias Kopka of Ebner Stolz; Mangold; Baden-Württemberg Regional Committee Chair Prof. Gerhard Wegen; and Bernd Schäfer-Surén of Le Méridien Stuttgart.



**KEY SUCCESS FACTOR INNOVATION**

Munich, March 17. At this AmCham Germany Forum with event partner Hypovereinsbank, more than 500 guests listened to **Dr. Wolfgang Büchele**, CEO of Linde AG, talk about innovation as a basis for business success. Afterwards, a

panel discussion with **Federico Ghizzoni**, CEO of UniCredit, was moderated by journalist and TV presenter **Nina Ruge**. Pictured here are (from left): Ghizzoni, Ruge, Büchele; and Christian von Sydow, Bavaria Regional Committee Co-Chair.

**INTERNATIONAL TAX ISSUES**

Munich, March 23. KPMG experts addressed current developments in tax legislation and their implication for investments between Germany and the US regarding tax planning at this Expert Briefing. In their presentations, **Sam Riesenberg**, Managing Director at KPMG USA; **Dr. Oliver Heinsen**, Partner at KPMG in Frankfurt/M; and **Christian Schmid**, Senior Manager at KPMG in Munich, explored the impact of the OECD's initiative on Base Erosion and Profit Shifting (BEPS) on foreign direct investments.

**US ELECTIONS**

Stuttgart, March 21. Who will be the next US president and what are the impacts on the transatlantic relationship? This question was particularly interesting to those AmCham Germany members and guests who came to this Business After Hours event with event partner Südwestrundfunk (SWR). Radio journalist **Sabrina Fritz** from the ARD Hörfunkstudio in Washington, DC share her view on the current primaries and upcoming US presidential elections. The outcome remains to be seen.



**THE FUTURE OF COAL, OIL AND GAS**

Düsseldorf, Feb. 3. At this Business Luncheon, guests listened to **Michael Schmidt**, Chairman of the Board of BP Europa SE, talk about the Paris agreement on climate change and its consequences for coal, oil and gas. Pictured here are: Schmidt (left) and Dr. Alexander Schröder-Ferkes, North Rhine-Westphalia Regional Committee Chair.



### INTERNATIONAL TAX HIGHLIGHTS

Frankfurt/M, April 15. At this joint AmCham Germany-PricewaterhouseCoopers (PwC) Expert Briefing, guests listened to **Christof K. Letzgus**, International Tax Services Partner at PwC Frankfurt/M, and **Marco Bach**, Director Corporate Tax at PwC Frankfurt/M, talk about audit-

ing of international companies in light of recent developments regarding the OECD directive on Base Erosion and Profit Shifting (BEPS). They also presented some case examples from their experience. Pictured here are Letzgus (standing) and Bach (sitting).

### THE DOLLAR – US CURRENCY, EUROPEAN PROBLEM?



Erfurt, Feb. 25. **Bernd Weidensteiner**, Senior Economist Research at Commerzbank, shared his perspective on the US dollar as the world's leading currency and its implications for the European currency at this Business After Hours event. Pictured here is Weidensteiner (standing).

### MEDIA AND DIGITAL TRANSFORMATION

Munich, April 7. At this AmCham Germany Forum, participants listened to an interview with **Stefan Winners**, Member of the Board at Hubert Burda Media Holding, by **Lutz Knappmann**, Head of Editorial Innovation at Süddeutsche Zeitung Digitale Medien GmbH. The main topic of the discussion was how Burda is mastering digital transformation. Pictured here are (from left): Christian von Sydow, Bavaria Regional Committee Co-Chair; Winners; Knappmann; Andreas Würtenberger, Bavaria Regional Committee Co-Chair.



### INTRALOGISTICS 4.0

Frankfurt/M, April 13. The topic of Intralogistics 4.0 was at the center of this Business Luncheon with **Gordon Riske**, CEO of KION GROUP AG. KION GROUP is one of the organizations that have coined this term describing the link of intralogistics with Industry 4.0. Guests at the lunch event learned how intralogistics – the logistics within a facility – aim to manage, monitor and optimize their internal logistic flows by means of digital systems and services. Pictured here are Riske (left) and Rhine-Main Regional Committee Chair Mark C. Hilgard.

### INVESTING IN CULTURAL HERITAGE

Munich, April 20. An Expert Briefing in the Bavarian capital with event partner Rittershaus Rechtsanwälte discussed opportunities of fostering the cultural heritage of Europe through investments in historical buildings. **Helen Prinzessin zu Oettingen-Wallerstein**, CEO and Head of Design at HOW Signature Properties GmbH, advised on the commercial use of historical buildings, while **Dr. Werner H. Born**, lawyer and partner at Rittershaus Rechtsanwälte, informed participants about different modes of transferring ownership to the next generation. A Q&A session was moderated by Jens Magers of Rittershaus Rechtsanwälte. Pictured here are (from left): Born; Prinzessin zu Oettingen-Wallerstein; and Magers.



### GLOBAL PARTNERS IN THE 21<sup>ST</sup> CENTURY

Düsseldorf, March 23. The speech of US Ambassador **John B. Emerson** at this Business Luncheon first touched on the terrorist attacks in Brussels before turning to the actual topic of the event. His presentation then focused on the transatlantic partnership and its importance in the light of global political developments. He also underlined the necessity of bringing TTIP to a close. Pictured here are (from left): Dr. Norbert Vogelpoth, Chairman of the Supervisory Board of PricewaterhouseCoopers (PwC); Prof. Theo Siegert, Vice Chairman of the Industrie-Club e.V. Düsseldorf; Emerson; and Claus Gielisch, Member of the Board of the Industrie-Club e.V. Düsseldorf.





This year's group of students at the Welcoming Ceremony for the US-German Internship Program in Frankfurt/M.

© Frank Pichler

# US Students Welcomed to Internship Program

For the seventh year in a row, AmCham Germany welcomed another eager group of US college students at the Opening Ceremony of the US-German Internship Program, held at the headquarters of FrankfurtRheinMain GmbH in Frankfurt/M on May 12. Roughly 25 students, who come from various universities in the southeastern US, flew over to gain work and life experience through their summer internships at the 16 participating German member companies.



Students got to know one another before starting their internships at companies across Germany.



At the Opening Ceremony, the students took the opportunity to ask questions about their host country.

The Opening Ceremony was held to welcome the students and give them the opportunity to meet their host companies, whom they are working with during the three-month program. Following a welcoming address from the host – Eric Menges, President and CEO of FrankfurtRheinMain GmbH – the interns heard speeches from AmCham Germany General Manager Andreas Povel; Dr. Christoph Rückel, Of Counsel to BridgehouseLaw LLP and Senior Partner at Rückel & Collegen; and Stacie Z. Bishop, Political/Economic Section Chief of the US Consulate General in Frankfurt/M.

Many companies have been accepting interns from the US-German Internship Program for several years. Bondina Schulze of UPS Deutschland expressed her company's expectations that "there will be a two-way learning street between the student and the company, and we hope to be able to learn from the different perspective that the student has." Franziska Baist of Fresenius said that her company "participates in the US-German Internship Program in order to gain contact to international students. We are interested in giving young people a chance to get to know Fresenius and also Germany."

The US-German Internship Program aims to cultivate a positive view of Germany among future US leaders and prepares program participants to serve as ambassadors of the German-American friendship. Established in 2009 with BridgehouseLaw LLP, the highly successful program has had more than 150 participants and continues to grow steadily under the patronage

## PARTICIPATING COMPANIES

- ARAG SE
- DEKRA SE
- Ernst & Young GmbH Wirtschaftsprüfungsgesellschaft
- Fresenius SE & Co. KGaA
- ITMS Marketing GmbH
- Kentucky Fried Chicken (Great Britain) Limited, German Branch
- Lilly Deutschland GmbH
- McDonald's Deutschland Inc.
- One Square Advisors GmbH
- Software AG
- State of Indiana, Berlin Office
- Steigenberger Hotels AG
- Teleperformance Germany Sàrl & Co. KG
- TNG Technology Consulting GmbH
- TRUMPF GmbH & Co. KG
- United Parcel Service Deutschland Inc. & Co. OHG

## SPONSORS AND SUPPORTERS

- BridgehouseLaw LLP
- FrankfurtRheinMain GmbH International Marketing of the Region
- Fresenius SE & Co. KGaA
- United Parcel Service Deutschland Inc. & Co. OHG

of Hannelore Kraft, Minister President of North Rhine-Westphalia, and John B. Emerson, US Ambassador to Germany.

AmCham Germany, in collaboration with Rückel, is in charge of selecting host companies and participants as well as arranging travel preparations to Germany – from finding accommodations, acquiring work permits and organizing an interim meeting in Berlin. ■

► **For more information about how you and your company can get involved, please contact Katrin Utzinger**

T +49 69 929104-50

E [kutzinger@amcham.de](mailto:kutzinger@amcham.de)

W [www.amchaminternship.org](http://www.amchaminternship.org)

W [www.amcham.de](http://www.amcham.de)



Brigitte Zypries, Parliamentary State Secretary at the Federal Ministry for Economic Affairs and Energy

# People First: Driving Digitization with Employees and Customers

The 113<sup>th</sup> AmCham Germany Annual Membership Meeting held in Leipzig on April 29 continued where the Hannover Messe with partner country USA had ended the day before: Top leaders and guests from both sides of the Atlantic gathered to discuss how digitization will transform the workplace of tomorrow.



Philipp Justus, Managing Director of Google Germany

The digital opportunities we would like to make integrated use of are interfering with an established notion of 'work' and 'production', presenting companies with fundamental changes." In his welcome speech, AmCham Germany President Bernhard Mattes introduced this year's theme of how digitization and increasing connectedness are changing the way of working and learning.

## "Digital culture eats strategy for breakfast"

The process of digital transformation is only at the beginning of an exponential curve. By 2020, around 50 billion devices and machines will be connected to the Internet. "Digital is front and center," Philipp Justus, Managing Director of

Google Germany, emphasized to the audience in his opening address on driving digital innovation. "Every business has to go digital and speed up its pace," he added, underlining the importance of instilling a digital culture in companies "to stay innovated and keep our people in front of that process."

In a context-shaping panel discussion with five executives from five distinct industries, attendees heard a lively exchange on how digitization transforms the workplace. The discussion was moderated by AmCham Germany Executive Vice President Frank Riemensperger.

Panel participant Prof. Rodney Brooks, Chairman, Founder and Chief Technology Officer of Rethink Robotics, asserted that "tools need to become easier to use for employees so they can reap the benefits," while Eric Weber, Managing



Kate Johnson, Vice President and Chief Commercial Officer of GE Digital



Dr. Johannes Voigtsberger, Head of Production Electrical Vehicles at BMW Group in Leipzig



Panel participants were (from left): Prof. Rodney Brooks, Rethink Robotics; Catharina van Delden, innosabi; Dr. Christian P. Illek, Deutsche Telekom AG; Kate Johnson, GE Digital; Eric Weber, Spin Lab; and moderator Frank Riemensperger, AmCham Germany Executive Vice President.

Director and Co-Founder of the start-up accelerator SpinLab, added that promoting collaboration and co-creation between entrepreneurs and industry and technology experts is key to speeding up new digital business models. Catharina van Delden, Co-Founder and Chief Executive Officer of innosabi, stressed the need for agile processes and open innovation.

### Transforming out of the core and engaging all employees

Dr. Christian P. Illek, Board Member for Human Resources at Deutsche Telekom AG, argued that traditional companies need ambidextrous leaders who are equally adept in the digital and the analog world. The seasoned executive provided inspiring insight into the challenges of steering a company in a world of digital products while changing the analog culture of its legacy struc-

tures to engage all employees on the journey to digital, thereby transforming out of the core.

Kate Johnson, Vice President and Chief Commercial Officer of GE Digital, argued that an opportunity for industrial companies is to offer more than a traditional product and service portfolio, but also to assemble people, processes and technologies to deliver the digital capabilities “that help customers master their challenges.”

### Disruptive thinking

The afternoon was filled with more top speakers and compelling issues. Dr. Johannes Voigtsberger, Head of Production Electrical Vehicles at BMW Group in Leipzig, and Kathleen B. Fish, Chief Technology Officer of Procter & Gamble, presented their individual perspectives on how to successfully implement disruptive thinking in their companies. Though from two different industries, ▶

WE SINCERELY THANK OUR EVENT PARTNERS FOR MAKING THE 113<sup>TH</sup> ANNUAL MEMBERSHIP MEETING POSSIBLE.

#### PLATINUM



#### GOLD



#### SILVER





AmCham Germany President Bernhard Mattes (left) greets US Ambassador John B. Emerson.



Prof. Rodney Brooks, Chairman of Rethink Robotics



Next generation of AmCham Germany: Young Professionals together with former AmCham Germany Vice President Otmar Debold and AmCham Germany Vice President Isabel Hochgesand.

## MEMBERSHIP CERTIFICATES AWARDED

**60 YEARS** Matthias Maaz  
Honeywell Deutschland Holding GmbH

**50 YEARS** Sandra Horst  
PwC Strategy& (Germany) GmbH

Dr. Wolfram Tietscher  
Texas Instruments Deutschland GmbH

Marion Weigand  
DuPont de Nemours (Deutschland) GmbH

**40 YEARS** Michael Meißner  
Amway GmbH

Rudolf Martin Siegers  
Siemens AG Deutschland

**25 YEARS** Paul A. Arend  
Paul André Arend Language Consultant

Sabine Reuss  
Capgemini Deutschland Holding GmbH

**20 YEARS** Ulrich Andree  
Johnson Controls GmbH  
Automotive Experience

Mario Walke  
Guardian Flachglas GmbH

**10 YEARS** Richard Clabaugh  
Accuracy LLC Legal Translations

Carl Graf von Hohenthal  
Brunswick Group GmbH

Malleswara Kalary  
Cognizant Technology Solutions GmbH

Ivan Radosevic  
(Individual Member)

Hannah Rückel  
Brunswick Group GmbH

both shared the view that disruption is not only for startups, but “it’s in the DNA” of these two established automotive and consumer goods giants, who have been reinventing their products from scratch for more than a century. Read more in the interview with Kathleen B. Fish on page 15.

Brigitte Zypries, Parliamentary State Secretary at the Federal Ministry for Economic Affairs and Energy, added a political perspective to the meeting. She directed the attention to the companies of the German *Mittelstand*, which are in danger of falling behind in terms of digitization. The German Federal Government supports these companies through various measures to share know-how and technology and connect to jointly tap the enormous potential of digitization. Referring to the AmCham Germany Business Barometer, she agreed that digital education was a key element in mastering the challenges on the Digital Agenda.

Rounding off the Annual Membership Meeting, Prof. Markus Gross, Director of Disney Research Zurich and Director of the Computer Graphics Laboratory at ETH Zurich, took the audience on an imaginary tour – through snowy landscapes, exploding light effects and encounters with characters from Disney classics such as Frozen. He explained the magic that animation technology can create by analyzing data gained from real life, including light effects, facial animation and rendering. Digitization not only transforms our work and lives, but builds entire new worlds, thereby forming a symbiosis of technology and art. ■

# Digital Saxony

Dr. Fritz Jaeckel, State Minister and Chief of the State Chancellery of the Free State of Saxony, welcomed guests to the evening reception at the 113<sup>th</sup> AmCham Germany Annual Membership Meeting. The reception preceding the traditional Gala Dinner was hosted by the Free State of Saxony. In his address, Jaeckel shared his thoughts on how Saxony is dealing with digital transformation as a business location. He encouraged US companies to expand their businesses in Saxony, as the Free State is home to a strong *Mittelstand* and several important industries. The digital heart of the microelectronics/ICT industry beats in Dresden ("Silicon Saxony"), while Leipzig – the city of trade and commerce – is a vibrant media venue. The engineering and automobile industry is traditionally strong around Chemnitz and Zwickau. He also pointed to the state's long history of diplomatic ties to the US. US businesses have played a key role in the development of the industrial and commercial landscape of Saxony in recent years. Jaeckel appealed to small and medium-sized enterprises to tackle the challenges of digitization in order to not fall behind on the journey to Industry 4.0.



Dr. Fritz Jaeckel, State Minister and Chief of the State Chancellery of the Free State of Saxony

## "We need to innovate how we innovate"

▼ *Digital transformation – the use of technology to improve performance, products and services – is a hot topic for companies across the globe. How can organizations make their digital journey successful?*

△ We at Procter & Gamble embrace digital technology in all parts of our structure and innovation process, and we also leverage it to fuel our culture: First, we leverage new digital tools to 'innovate how we innovate' with a particular emphasis on modeling and simulation. Second, we are finding new ways to delight consumers using possibilities created in the digital world. Third, we use insights and algorithms from big data to match the right product with the right consumer.

▼ *In addition to the automatization of production processes, how has digitization changed the way Procter & Gamble does business?*

△ Innovation has been P&G's lifeblood for over 175 years. As a company, our aspiration is to serve the world's consumers better than our best competitor in every category and every country. Our challenge today is to continue to reinvent our approach to innovation, so we can continue to drive our success model of creating enduring brands. To do this, we cannot get distracted by the noise of potential disruption in the digital world. Instead we must capture and utilize the opportunities created by the digital world to better understand and meet the needs of our ever-changing consumers.

▼ *How can companies best prepare their workforce for the changes brought about by the digital era?*

△ A key factor is culture. To create the future, capture the opportunities from a changing world and prevent ourselves from being disrupted, we need a culture that thrives on learning and recognizes that failure is an expected part of the process.

▼ *A current topic in the transatlantic business community is TTIP – the proposed free-trade agreement between the EU and the US. How will Procter & Gamble benefit specifically from this agreement?*

△ We believe that open markets and trade agreements are good – for the economy, for consumers, for retailers, for governments and for producers and traders. A comprehensive TTIP can create a multiplier effect of job stimulus and economic growth, and can help accelerate economic recovery on both sides of the Atlantic. For Procter & Gamble, TTIP would improve speed to market of innovative products. As we operate on both sides of the Atlantic, we comply with both regulatory systems. Eliminating, where possible, duplication of compliance would allow us to operate faster and more efficient. ■



**Kathleen B. Fish**  
Chief Technology Officer  
Procter & Gamble

# Certificates of Merit and Service Excellence Award



Mattes and Hertwig

Guests joined Chamber officials to present Certificates of Merit to members who have strengthened transatlantic ties through years of engagement. This year, AmCham Germany Representatives Klaus M. Tornow (Baden-Württemberg) and Burkhard Linke (Bavaria) received certificates from David Knower, AmCham Germany Vice President, and Andreas Povel, AmCham Germany General Manager. During the Recognition Dinner on the eve of the Annual Meeting, Stefan Hertwig, Thuringia Regional Committee Chair, also received a Certificate of Merit from President Bernhard Mattes for his activities in Central Germany.

Another highlight was the presentation of the Service Excellence Award to the retiring AmCham Germany Senior Adviser in Washington, DC, Dr. Wolf Brueckmann. For many years, he has greatly helped to expand the network of AmCham Germany among US companies looking to expand to Germany and also supported German companies in the US. In his warmly worded laudation, Povel expressed great regret to see Brueckmann leave. His successor is the retired Ambassador Edward O'Donnell. He has been closely connected to AmCham Germany for many years due to his time in office in Germany.



Knower, Tornow and Povel



Knower, Linke and Povel



Knower, Brueckmann and Mattes

advertorial

## Best Interim CFO Service for Digital Transformation

**F**inance 2020 – tomorrow's digital finance organization – is a radical departure from the status quo. It deals with analytics and forward-looking decisions to create value and manage risk. It shifts traditional accounting and processing towards cross-functional integrated business services models that use robotic process automation. It trades reporting the past for predicting the future.

In 2020, finance will be doing things that it never could before, thanks to digital technologies. As this model takes hold, the role of the chief financial officer (CFO) will change. Already in recent years, CFOs have become more influential within the business also as strategic architects. Digital finance will speed up the CFO's evolution from cost authority to business value architect.

The Finance 2020 organization will be the go-to source for decision support, delivering analytic insight to drive strategy across economic, market, competitor and customer perspectives. Yet, this future is impossible without big changes to the finance operating model, technology and people.

PRO Finance has been built around the premise of this delicate Digital Finance transformation

to offer support for these challenges. We are a high quality Interim CFO Service firm assisting international customers in a successful Digital Transformation also with strong professional partners. Our experience is referenced by US top industry leaders like Colgate-Palmolive, Staples Office Supplies, Henry Schein Healthcare and Bruker technologies.

- Our core Interim CFO service offerings include:
- Interim ad-hoc leadership vacancy bridging in finance, accounting and controlling
  - Project (SAP S/4HANA) and restructuring leadership (subsidiaries)
  - Consulting in best practice for performance improvement and cost reduction
  - Quick Performance Scan – a quick check for company results
  - Digital Finance Innovation Management with research and doctoral study
  - Best Value Guarantee: no success = no fees, with 100% orientation on achievements

Our team has specialized in providing best interim CFO Services for US companies in the consumer good industry and trade business.



**Ralf Haack**  
 Owner & Chief Financial Officer  
 PRO Finance GmbH  
 Am Kaiserkai 1  
 Business Center Hafen City  
 20457 Hamburg  
 T +49 40 808074-783  
 E ralf.haack@profinance-management.de  
 W www.profinance-management.de



PRO Finance helps to realize sustainable and practical solutions for successful Digital Finance Transformation with a Best Value Guarantee: no success – no fee. This is a 100% result oriented approach to avoid any risk for the clients and provide highest customer satisfaction. ■



Thinkstock © Simone

## Italy: More than Food and Fashion

▼ *Why is Italy an interesting investment location for American investors?*

△ According to a survey conducted by AmCham Italy, the chamber's members point to the availability of highly qualified and skilled workforce and to innovative capabilities and technological skills as key strengths which make Italy a location with a lot of interesting investment opportunities.

After a long recession, the Italian economy has embarked on a gradual recovery. According to the OECD's June forecasts, GDP is projected to grow by 0.6% in 2015 and by 1.5% in 2016. Exports, boosted by a weaker Euro and lower oil prices, and rising public infrastructure spending are the main growth drivers. Overall exports increased by 2% year-on-year in 2014 while exports to the US even grew by 8.9%.

Thanks to efforts by the Italian government, the country is improving its competitiveness and creating conditions for a longer-term economic growth path. Italy has the second largest industrial base in Europe and is particularly strong in food, furniture, fashion and machinery industries, which are located in several regional clusters.

On the employment front, the labor law reform "Jobs Act" is taking effect; the reduction of labor taxes on new hires with long-term contracts and the simplification of contracts have resulted in an increasing number of long-term contracts.

Efforts to reduce the large debt-to-GDP ratio, together with the announced plan for eliminating the tax on households, should reassure international partners and investors that Italy is committed to push the much-needed structural reforms while also supporting domestic demand. If implemented as announced by the government, these measures are expected to boost confidence

and growth. Furthermore, the full implementation of the Public Administration Reform should contribute to the much-needed efficiency increase in public administration, which is pivotal to raising productivity by removing obstacles to firms' growth and entrepreneurship.

▼ *What are some key aspects of the US-Italy economic partnership?*

△ The US is the largest foreign investor in Italy, with 1,850 US companies accounting for about 300,000 jobs and investments of almost \$27 billion (end of 2014). AmCham Italy, with more than 500 members, is the hub for the most important US multinationals, giving them the opportunity to better approach the Italian institutional and economic system.

▼ *In what state is the Italian economy in regards to the global economic crisis?*

△ Despite the crisis, US companies continued to invest in Italy, as demonstrated by our Transatlantic Awards, which identify the most important US investments in Italy every year. The transatlantic axis is still active, maintaining a positive outlook. Positive signals come from traditionally strong

sectors, such as fashion, furniture, machinery, as well as from highly innovative and technologically driven sectors such as biotech/medical devices and advanced manufacturing.

In 2015, Milan hosted the World Exhibition, Expo Milano 2015. The global event welcomed more than 21 million visitors and thousands of companies from all over the world. The event was a great opportunity to present to the international business community the improvements and the changed approach Italy is currently experiencing.

▼ *How does AmCham Italy support its members?*

△ AmCham Italy offers its members a broad range of services, ranging from advocacy services to business support and networking opportunities.

**Advocacy Services:** Specialized committees and working groups work with institutions and decision-makers on issues of interests to our members.

**Business Services:** AmCham Italy provides support to both American companies interested in exploring business opportunities in Italy and to Italian companies willing to expand the business into US market. The team also provides consulting services to facilitate investments and trade.

**Networking:** AmCham Italy organizes more than 60 events per year to support networking and relationship building among the members. ■

### ► ABOUT AMCHAM ITALY

**Since its inception in 1915, AmCham Italy has been a driving force in transatlantic economic and cultural relations between the US and Italy. It aims to support and protect its members' interests as part of an ongoing discourse between the two countries. It has more than 500 members of all sizes, from large companies, to entrepreneurs, non-profit organizations and individual members.**



**Simone Crolla**  
Managing Director  
AmCham Italy  
Via Cesare Cantù, 1  
20123 Milan  
T +39 02 8690-661  
E amcham@amcham.it  
W www.amcham.it



Pictured here are AmCham Germany President Bernhard Mattes (left) and Prof. Burkhard Schwenker, Chairman of the Advisory Council at Roland Berger Strategy Consultants GmbH, presenting the brand new issue of the Business Barometer during the Parliamentary Breakfast at the Hotel Adlon Kempinski in Berlin.

# XIII. AmCham Germany Business Barometer:

## US Companies in Germany Set Again For Growth

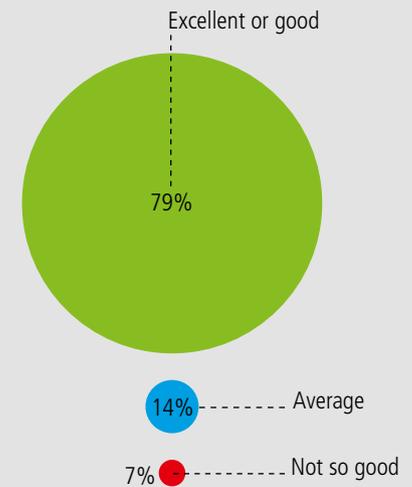
While investment sentiment was subdued in 2014, figures from 2015 and the prospects for 2016 are promising. Eight out of ten US companies in Germany anticipate increased revenues in 2016, and almost four out of ten intend to boost investments and create jobs. Still, energy and labor costs as well as business taxation continue to cause concerns among US investors. Here as well as in the digitization of the workplace, an active approach by companies and the German Federal Government is required.

**U**S investors have a positive outlook for 2016," AmCham Germany President Bernhard Mattes said at a press conference and Parliamentary Breakfast held on April 13–14, 2016 in Berlin. "However, Germany's positive image among US companies should not distract us from those areas where action is required. Policymakers need to act now to establish the necessary framework. This is especially

important to become a real digital economy. We need to create 'digital DNA' for our businesses and for Germany now."

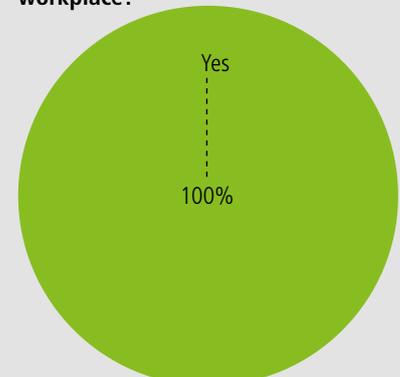
This year's edition of the AmCham Germany Business Barometer, conducted in cooperation with Roland Berger Strategy Consultants, surveyed 48 US companies in Germany with roughly €90 billion in collective annual revenues and 230,000 employees altogether.

How would you rate Germany as an investment location?



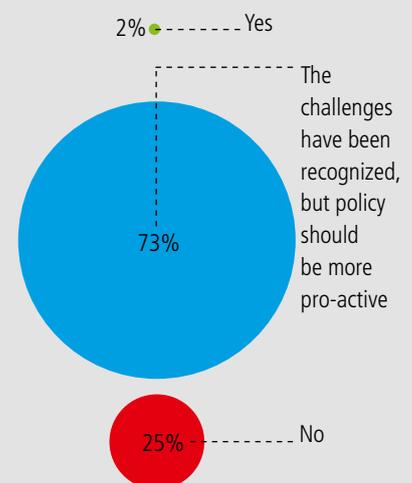
© AmCham Germany Business Barometer 2016

Will Germany master the challenges surrounding the digitization of the workplace?



© AmCham Germany Business Barometer 2016

Do German federal politics address the challenges related to the digitization of the workplace?



© AmCham Germany Business Barometer 2016

## Positive investment outlook for 2016

Among the results substantiating the optimistic outlook is the attractive rating of Germany as an investment location. Nearly four out of five US businesses (79%) believe that Germany is a good or very good investment location. Specific factors that account for Germany's attractiveness include the excellent quality of employees as a key strength (100%), followed by a strong supplier network (93%) and infrastructure (86%). On the other hand, many US companies see room for improvement regarding Germany's economic and industrial policy and cite energy costs as a risk to their businesses.

## Digitization of the workplace: no drastic reduction in permanent employment

The second part of the survey takes a look at how Germany is dealing with the impact of digitization in the world of work. Most of the respondents said that employees need to acquire new skills (90%) and that digital transformation changes the demands placed on the organization of work (83%). The good news is that certain jobs will be lost, but just as many new jobs will be created. The majority of US investors also see employment remaining within the companies themselves.

Survey participants are convinced that Germany will master the challenges posed by the digitization of the workplace while stating that federal policy should be more proactive in shaping the framework for the digital future. In order to make Germany's workforce fit for the future, initiatives such as increased support for start-ups and entrepreneurship as well as simplification of working permits for skilled foreign laborers is at the top of the US companies' wish list.

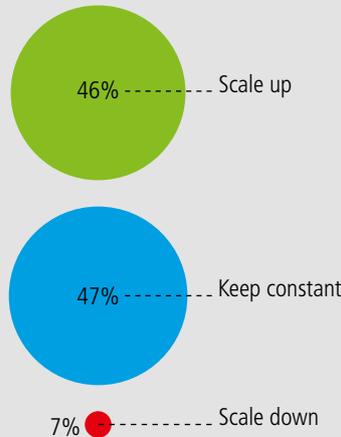
"Germany is starting from a good position and has shaped the pioneering spirit," as Mattes summed up the survey results. "We should capitalize on this and perceive the digital economy as an opportunity for everyone."

► You can find and order the complete AmCham Germany Business Barometer on our website at [www.amcham.de/publications](http://www.amcham.de/publications)

► Watch our podcast with English subtitles on our YouTube channel

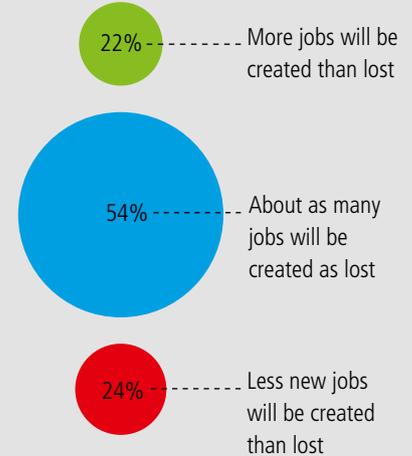


### Will you scale up or scale down your activities in Germany in the next three to four years?



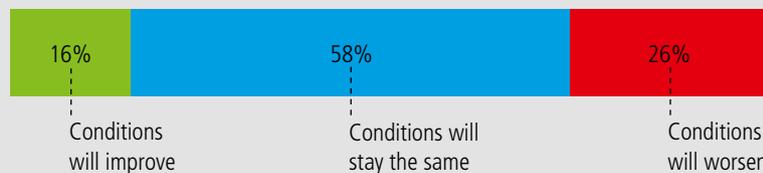
© AmCham Germany Business Barometer 2016

### Will digitization change job profiles in Germany, or will more jobs be lost as a result of increasing automation?



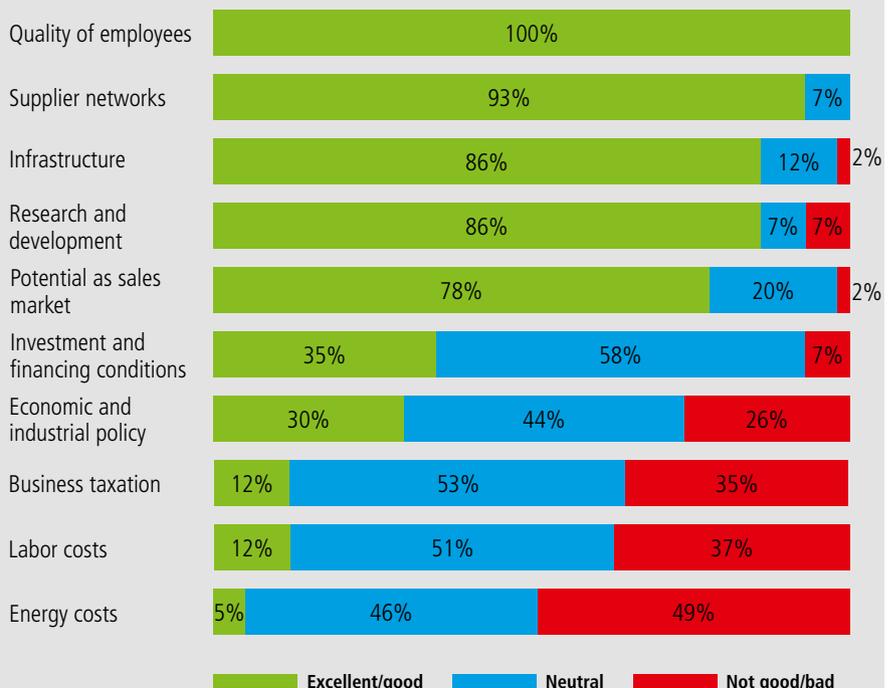
© AmCham Germany Business Barometer 2016

### How will Germany's business conditions develop over the next three to four years?



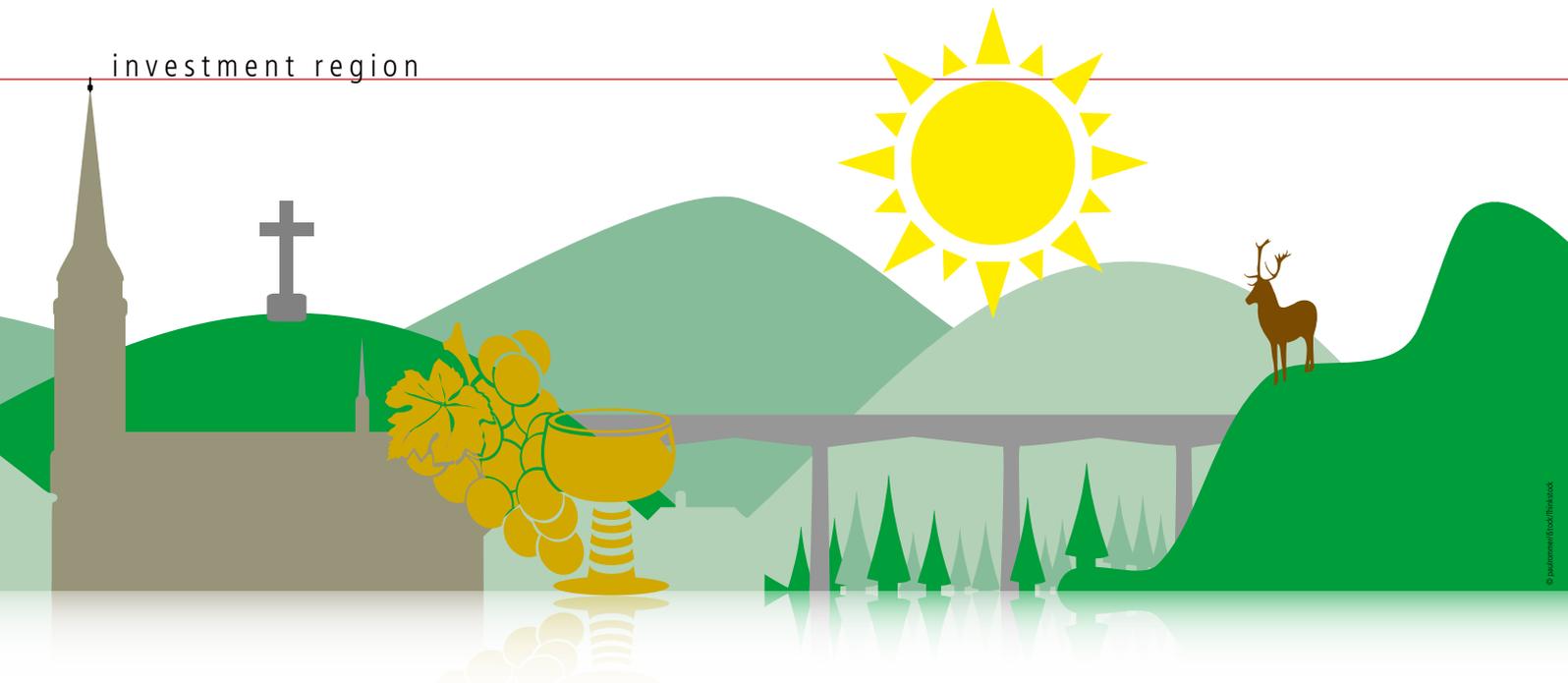
© AmCham Germany Business Barometer

### What are Germany's strengths and weaknesses as an investment location? <sup>1)</sup>



<sup>1)</sup> Multiple responses possible

© AmCham Germany Business Barometer 2016



# Musterländle Baden-Württemberg

Hard to pronounce for non-Germans, but important to know – the “model state” Baden-Württemberg is one of the leading German locations for industrial and high-tech sectors. **Jürgen Oswald**, CEO of Baden-Württemberg International (bw-i), and **Dr. Gerhard Wegen**, AmCham Germany Baden-Württemberg Regional Committee Chair, share their views on traditional and emerging business opportunities for investors.

▼ *What sectors in industries are particularly interesting for international companies planning to invest in Baden-Württemberg?*

△ **Wegen:** Baden-Württemberg has traditionally been a center of manufacturing and technology-based inventions. While famous for its automotive industry and mechanical engineering, the region also has an active base of experts in IT, aerospace, and construction as well as a cluster of innovative corporations around e-mobility and Industry 4.0.

△ **Oswald:** I would like to put the strength of our engineering sector into perspective: Every third machine made in Germany originates from Baden-Württemberg. Additionally, the region is quite strong in information and communications technology, and a number of global healthcare players have their headquarters here.

▼ *Are there any special business clusters, emerging or niche industries?*

△ **Oswald:** Baden-Württemberg is striving to become a leading location for Industry 4.0. To this end, in 2015, the state initiated the network ‘Allianz Industrie 4.0 Baden-Württemberg’ in or-

der to link all the relevant stakeholders and assist companies in their digital transformation process. Participating companies from the mechanical and electrical engineering as well as the IT industry are jointly developing the basis for smart, networked production methods in the factories of the future.

△ **Wegen:** Besides well-known industry leaders, Baden-Württemberg has lot of ‘hidden champions’ in niche industries such as special machinery, e-mobility, digital imaging and specialty construction. An important cluster in the region is digital animation for international film projects. Furthermore, Baden-Württemberg is home to a multitude of research institutions.

▼ *What are the key locational advantages of Baden-Württemberg as a business location?*

△ **Wegen:** The region boasts good logistics and infrastructure as well as easy access to international markets. Baden-Württemberg also has a highly skilled labor force, engineers and specialists in various disciplines, et cetera. This is partly due to vocational training and the German dual education system.

△ **Oswald:** In addition to these factors, the region offers outstanding research infrastructure and an excellent university landscape. There is a broad alliance between science and business. This is why the German Southwest is the leading region for innovation in the European Union.

▼ *Who can companies interested in the region turn to for information and support?*

△ **Oswald:** Baden-Württemberg International, bw-i, the state agency for international economic and scientific cooperation, serves as the first point of contact for potential investors. bw-i provides them with information on market entry issues and supports them in their specific projects or in their search for cooperation partners.

△ **Wegen:** Governments also provide assistance for investments on a local level. Also, the chambers of commerce and industry are generally very proactive and responsive, as are the trade associations. Not to forget AmCham Germany! Of course, we also offer support for US companies wishing to invest in Baden-Württemberg. We have intensified our cooperation with bw-i recently to help deepen transatlantic ties even further. ■

# Aligning Business and IT to Drive Innovation

In a recent survey by EMC Corp. among business leaders and IT managers in the Europe, Middle East and Africa (EMEA) region, around half of the CIOs said that they fear losing their jobs because of a lack of “business alignment”, i.e., the alignment of IT with the rest of business operations.

Digitization will drive enterprises to completely rethink their business models in order to remain competitive relative to emerging competitors that do not have a legacy culture resisting change.

So why don't CIOs and business leaders come together and work this out? Simply because they do not have

the time, the tools and the capacity. The operational requirements to keep the business running in an increasingly complex environment are too high.

Here is an approach that does not work: Outsourcing. Why? Because the agility needed to adopt new technologies in order to create new digital business processes and the commercial interest of the outsourcee hardly ever match.

Here is an approach that can work: Forming internal collaboration teams to join forces on digital business needs and their technological feasibility, plus freeing up time to do this effectively.

## Internal collaboration teams join forces on digital business needs and technological feasibility

Nevertheless, external support can complement internal teams in driving digital innovation. Managing enterprise collaboration in a change environment requires tools and human processes that are flexible, adaptable to dynamic team collaboration and accessible from everywhere at any time. Damovo has the expertise to advise, implement and operate them.

The company's experts also know how to free up time in the IT organization in order to engage with the business, and they understand effective internal communication processes helping to drive organizational agility.

Damovo offers services for all stages of the technology life cycle, helping their clients to achieve their business goals. ■



**Carl Muehlner**  
Managing Director Central Region  
(Germany, Switzerland & Poland)  
Damovo Deutschland GmbH & Co. KG  
Heerdter Lohweg 35  
40549 Düsseldorf  
T +49 211 8755-4111  
E carl.muehlner@damovo.com  
W www.damovo.com

# Pharma Dialogue for the Future of Healthcare

The pharmaceutical industry is a growth sector with a future. It is a stabilizing force, especially in times of crisis, and it is an important industry for Germany as a business and innovation location. With the medicines and treatments it produces, pharmaceutical companies significantly contribute to health, quality of life and the rising life expectancy of the population.

To ensure a continued supply of innovative medicines and to strengthen Germany's pharmaceutical research and production base, the federal government launched a globally unique program of communication and cooperation between politicians, the science community and industry in 2014 called Pharma Dialogue. After almost two years of work, the first outcomes were presented in

April. The dialogue process was marked by mutual respect and a reasoned debate reflecting the stakes involved: not just industrial policy decisions but also the provision of healthcare to the country's population.

The next step is the political process, which will translate the outcomes of the debate into workable laws. Chances are good that it will be a forward-looking solution. However, many points remain to be addressed in more detail, and a reliable framework needs to be established in order to meet the challenges of a competitive international marketplace.

During the dialogue, the research-based pharmaceutical industry clearly

## A reliable framework needs to be established to meet the challenge of a competitive marketplace

committed itself to Germany as a business location.

The industry will contribute to the future of healthcare and the solidarity system. Examples for such contributions include research into new treatments for widespread diseases such as Alzheimer's disease, diabetes and cancer as well as the industry's commitment to developing new antibiotics and to improving access to medicines for children.

Pharmaceutical manufacturers will continue the dialogue, because the pharmaceutical industry will remain a key factor for medical progress and for Germany as an industry location in the years to come. ■



**Christoph Habereeder**  
Director Health Policy & Communications  
MSD SHARP & DOHME GMBH  
Lindenplatz 1  
85540 Haar  
T +49 89 4561-1130  
E christoph.habereeder@msd.de  
W www.msd.de



Visiting members of parliament together with industry leaders discussed eBay's multichannel and seamless approach to commerce at the company's headquarters in San José.

## Let's Talk Digital Transformation: Visiting High-Tech Companies

Seattle, San Francisco, Silicon Valley, Los Angeles, March 20–25. Ten Members of the German *Bundestag*, the Hessian State Parliament and the European Parliament joined Telecommunications, Internet, and Media (TIM) Committee members on a visit to US high-tech companies. Focusing on digital transformation, the trip offered participants the opportunity to gain first-hand insight into the development of technologies and business models undergoing digitization and to discuss economic, societal and legal implications.

In Seattle, Washington, the tour took the group to Amazon's headquarters and to the Microsoft Cybercrime Center, where they discussed the issues of cloud computing, data privacy and internet security. Visiting Roku in the San Francisco-Silicon Valley area, California, the group had the chance to discuss the future of TV in light of new digital production methods and increasing connectivity with representatives of Sky and other media companies. Moreover, Bill Ruh, Chief Executive Officer for GE Digital, shared his insights on how GE is managing the digital transformation and gave a tour of the company's Connected Experience lab. Further US high-tech companies visited in the area include Dell, eBay, Yelp, Liberty Global/Unitymedia, Facebook and Oracle. At HP Inc. the delegates learned about the 3D printing business. The day was rounded off by a SAP Innovation Dinner at the HanaHaus in Palo Alto, where the visiting members of parliament spoke with representatives of SAP and Stanford University about innovation, research and development in the US and Germany. The visit in Los Angeles was entirely dedicated to the film business. German Consul General Hans Jörg Neumann welcomed the delegation at a reception together with Thilo Kuther, CEO of Pixomondo Global – the visual effects company originally founded in Germany. The final day was spent with a tour of Warner Bros. Studios and a visit to NBCUniversal together with representatives from The Walt Disney Company.

The German political leaders left the US with fresh insights on the profound effects and consequences digital transformation has across industries and with a glimpse into future products and services. ■

### ► Participating parliamentary delegates:

- CDU/CSU:** Michael Hennrich, MdB; Dr. Andreas Lenz, MdB; Stephan Mayer, MdB; Dr. Joachim Pfeiffer, MdB; Elisabeth Winkelmeier-Becker, MdB
- SPD:** Dr. Johannes Fechner, MdB; Johann Saathoff, MdB; Martina Werner, MdEP; Brigitte Zypries, MdB, Parliamentary State Secretary
- FDP:** Florian Rentsch, MdL, former State Minister



Aspects of data privacy were discussed at Microsoft's Cybercrime Center located in Redmond near Seattle.



Parliamentary State Secretary Zypries at the HP Customer Welcome Center testing a 3D Demo.



The delegation enjoyed a tour of Warner Bros. Studios.

# CSR Reporting Directive

Berlin, April 14. Members of the Corporate Responsibility (CR) Committee held a meeting with **Dr. Hans-Joachim Schabedoth**, MdB (SPD), to hear his view on transposing the EU CSR Reporting Directive into national law. Schabedoth, who is the responsible rapporteur in the Committee on Economic Affairs and Energy, discussed the draft bill by the Federal Ministry of Justice and Consumer Protection with representatives of AmCham Germany's member companies. The CR Committee developed a position paper on the implementation of the CSR Reporting Directive in German law, which was sent to the ministry and distributed among political stakeholders. ■



# View on Employment Policy

Berlin, April 13. **Kerstin Griese**, MdB (SPD) and Chair of the Committee on Employment and Social Affairs, met with members of the Social and Labor Affairs Committee to discuss employment policy issues. Topics touched upon were the current developments concerning temporary employment (*Zeitarbeit*) and work contracts (*Werkverträge*), equal pay and the future of work with regard to the chances and challenges of digitization. For the second half of 2016, the Committee, chaired by **Caroline Bitsch** of JUSTEM Rechtsanwälte, will focus on the future of work and is planning to hold a meeting with respective members of parliament as well as other expert stakeholders. ■

# 2016 Washington Executive Dialogue

Washington, DC, April 17–19. A delegation of AmCham Germany Patron Members led by President **Bernhard Mattes** visited Washington, DC, for the annual Washington Executive Dialogue. The eleven participants met with US lawmakers, government officials, business and civil society representatives to discuss current transatlantic issues. The group touched on topics as diverse as the 2016 presidential elections, the European refugee situation and the political climate beyond the Washington beltway. On TTIP, senior US political and industry leaders emphasized their commitment to an ambitious agreement. Highlights of this year's visit included meetings with Secretary of Commerce **Penny Pritzker**, US Trade Representative Ambassador **Michael Froman**, senior leaders of the Democratic and Republican Parties and the German Ambassador to the United States **Dr. Peter Wittig**. ■



# Update on International Taxation



Berlin, March 17. **Ingrid Arndt-Brauer**, MdB (SPD) and Chair of the Finance Committee, and **Martin Kreienbaum**, Director General for International Taxation, Federal Ministry of Finance, updated the Tax Committee on current issues such as the EU Anti-Tax Avoidance Directive, country-by-country reporting (CbCR), the modernization of the tax system and the implementation of Base Erosion and Profit Shifting (BEPS) in Germany and the EU. Especially with regard to the Commission's proposal for public CbCR, the Tax Committee calls for the adherence of internationally-agreed standards set out by the OECD and the G20 and to carefully assess the potential negative impacts on EU competitiveness and attractiveness for investment when proceeding with the proposal. The critical focus should be on confidential reporting to and between tax authorities. ■

AmCham Germany's specialized policy committees are the main instruments used to develop and deliver members' opinions to the German and US governments.

► **For more information about our policy committees and their activities, please visit our website:** [www.amcham.de/public-affairs](http://www.amcham.de/public-affairs)

# Atlanta Business Day

Atlanta, March 10. Business leaders from both sides of the Atlantic came together for the Seventh Annual AmCham Germany Business Day, jointly organized with law firms BridgehouseLaw LLP and Rückel & Collegen, to deepen the already strong German-American ties and convey the great potential of transatlantic trade.

The day-long event at the Goizueta Business School of Emory University in Atlanta, Georgia, focused on family-run businesses in the US and Germany and their recipe for success. Many of them are "hidden champions" and global technology leaders in their fields of business. The meeting included a panel discussion with representatives from AGCO and Trumpf Inc. as well as other companies who shared their views on the impact of TTIP on the trade and business of family-run companies.

Following the day conference was the official kickoff of the annual US-German Internship Program (see also report on page 11). Monika Schulte, Advisory Council Chair of the AmCham Germany Internship Program and Professor of German at Piedmont College, gave students the opportunity to share the experiences they had while interning in Germany the previous summer.



## ANNUAL AMCHAM GERMANY BUSINESS DAY SPEAKERS

**Bill Moeller**, Office of the US Trade Representative at the White House

**Prof. Dr. Hermut Kormann**, Zeppelin University Friedrichshafen

**Martin Richenhagen**, AGCO

**Prof. Torsten M. Pieper**, Kennesaw State University

**Ulrich Zeltwanger**, Zeltwanger Holding GmbH

**Peter Hoecklin**, Trumpf Inc.

**Arndt Siepmann**, Stuttgart Regional Economic Development Corporation

**Stefan Euchner**, Euchner GmbH & Co. KG

**Michaela Schobert**, German American Chamber of Commerce of the Southern US

**Dr. John D. Gatto**, NRW.INVEST North America

**Lee C. Weingart**, LNE Group

**Linhard Stept**, FrankfurtRheinMain Corp.

**Dr. Christoph Rückel**, Rückel & Collegen and BridgehouseLaw LLP

**Thomas Wülfing**, German Deputy Consul General

**Andreas Povel**, AmCham Germany

# Werner Sülzer Honored with Federal Cross of Merit



**Werner Sülzer**, former Vice President of NCR Corp. and Member of the Board at BITKOM, was honored with the German Federal Cross of Merit for his exceptional engagement for Germany as a business location and particularly for his contributions to the development of the IT and telecommunications industries. Sülzer is dedicated to the transatlantic partnership and member of AmCham Germany.

We mourn the loss of

**Dr. Walther Leisler Kiep**

who passed away in May at the age of 90.

He was an honorary member of AmCham Germany who received the AmCham Germany Dr. Leo M. Goodman Award in 1990.

He will be missed.

American Chamber of Commerce in Germany



## AMCHAM GERMANY DELEGATION TOUR 2016

► To gain impressions from the TIM Committee's trip to Seattle, San Francisco/Silicon Valley and Los Angeles, please scan the QR code or visit our YouTube channel. Read a full report on the trip on page 22.



# New Senior Adviser in Washington, DC

Former Ambassador and US Consul General in Frankfurt/M **Edward O'Donnell** took over as the new AmCham Germany Senior Adviser in Washington, DC. He succeeds the retiring Dr. Wolf Brueckmann. O'Donnell has been closely connected to AmCham Germany for many years and has actively participated and supported the Chamber's activities and programs during his time in consular office in Germany and as a representative of member companies.



## From February to May 2016

### PATRON MEMBERS

**Adecco Germany Holding SA & Co. KG**  
Franz-Josef Schuermann, CEO DACH  
Düsseldorf

### CORPORATE MEMBERS

**Breuninger Unternehmensberater**  
Hans Alfred Breuninger, Owner

**Frieder Gamm Group GmbH**  
Frieder Gamm, Managing Director

**Global Switch FM GmbH**  
Aman Khan, Managing Director Germany

**Goetzfried AG**  
Thomas Götzfried, Chairman of the  
Supervisory Board

**Hermes Transport Logistics GmbH**  
Frank Schmidt, Head of Sales

**Innolytics GmbH**  
Dr. Jens-Uwe Meyer

**Niepelt Patentanwaltskanzlei mbH**  
Carsten Niepelt, CEO

**North Atlantic Partners**  
Sebastian Löh, CEO

**Olswang Germany LLP**  
Robert Alan Heym, Partner

**Paladin Associates GmbH**  
Daniel Saftig, Director

**RSM Deutschland GmbH  
Wirtschaftsprüfungsgesellschaft**  
Gregor Schmidt, COO

**Sofitel Frankfurt Opera**  
Denis de Schrevel, General Manager

**State of North Carolina European  
Office**  
M. Todd Brennan, European Director

**twb management und consulting**  
Dr. Thomas W. Büttner, Owner

**Vontobel Swiss Wealth Advisors AG**  
Pascal Küenzi, Director,  
Wealth Management Advisor

### DELEGATE MEMBERS

**3M Company**  
Günter Gressler

**Adecco Germany Holding SA & Co. KG**  
Nikolaus Richter; Thomas Rinne;  
Henrik Straatmann

**BASF SE**  
Dr. Frederik Kuhn

**Bavarian International School e.V.**  
Marco Dahl; Cheryl Krug;  
Janina Peters; Erika Swedberg

**BILSTEIN GROUP Bilstein Service GmbH**  
Dr. Bernhard Gräwe; Michael Ullrich;  
Dimitar Yotsov

**Bird & Bird LLP**  
Prof. Dr. Heiko Höfler

**BNP Paribas S.A. Niederlassung  
Deutschland Corporate &  
Institutional Banking**  
Sebastian Schmahl

**BridgehouseLaw LLP**  
Ralph Burgwald; Felix Faerber

**Brose Fahrzeugteile GmbH & Co.  
Kommanditgesellschaft, Coburg**  
Jutta Menninger; Henning Siebert;  
Thomas Spangler

**Brunswick Group GmbH**  
Ulrich Deupmann; Fiona Claire Littig

**Burson-Marsteller GmbH**  
Martin Becker

**Celanese GmbH**  
Thomas Liebig; Dr. Arno Rockmann;  
Michael Willms

**Coca-Cola GmbH**  
Damien Ryan

**Derag Livinghotels Frankfurt**  
Dorothee Wendorff

**Deutsche Lufthansa AG**  
Martina Grönegres

**Deutsche Post DHL**  
Julia Binder

**DIS AG**  
Peter Blersch

**dorma+kaba Holding GmbH & Co.  
KGaA**  
Joerg Lichtenberg

**Ernst & Young GmbH  
Wirtschaftsprüfungsgesellschaft**  
Thomas Ralph

**Fragomen Global LLP Global  
Immigration Services**  
Kari Foss; Mostafa Massoud;  
Benjamin Winkelhausen

**Herbert Smith Freehills Germany LLP**  
Dr. Ralf Tietz; Dr. Michael Dietrich

**HERMA GmbH**  
Peter Goff; Matthias Holder

**Hewlett-Packard Enterprise**  
Christine Wenzel

**Hotel Atlantic Kempinski Hamburg**  
Monika Bloemberg

**HP Deutschland GmbH**  
Peter Kleiner; Jan Riecher

**Infosys Ltd.**  
Dr. Michael Pesch; Michael Redford

**Interxion Deutschland GmbH**  
Mareike Jacobshagen

**Johnson & Johnson Medical GmbH**  
Dr. Chima Abuba; Lukas Urech

**KFC Deutschland YUM! Restaurants  
International Ltd. & Co. KG**  
Katja Sankowski; Marco Schepers;  
Martin Sommerkamp; Dr. Thorsk Westphal

**KPMG AG  
Wirtschaftsprüfungsgesellschaft**  
Alexander Hutzler; Sarah Reppchen;  
Dr. Stefan Schneider; Antje Strom

**Latham & Watkins LLP**  
Dr. Natalie K Daghles; Christine Gärtner

**Linde AG Head Office**  
Dr. Harry Roegner

**Linklaters LLP**  
Dr. Florian Harder

**MAHLE GmbH**  
Dr. Ilke Heymann-Vassholz

**ManpowerGroup Germany**  
Stephan Rathgeber

**McKinsey & Company, Inc.**  
Dr. Holger Klärner

**Novartis Pharma GmbH**  
Helen Hager

**Oracle Deutschland B.V. & Co. KG**  
Werner Höllrigl; Jürgen Kunz

**PepsiCo Deutschland GmbH**  
Andre Grube

**PricewaterhouseCoopers AG  
Wirtschaftsprüfungsgesellschaft**  
German Götz

**Probat-Werke von Gimborn GmbH**  
Ingo Binzen; Dirk Brinker;  
Thomas Koziowski; Martin Starke

**Radisson Blu Hotel Frankfurt**  
Florian Winkler

**Reverse Logistics GmbH**  
Jean Cox-Kearns

**Rödl & Partner GmbH**  
Klaus-Martin Haussmann

**RSM Deutschland GmbH  
Wirtschaftsprüfungsgesellschaft**  
Christopher Knipp; Nina Schütte

**Schuler AG**  
Simon Scherrenbacher

**SKUBCH&COMPANY Management  
Consultants GmbH**  
Daniel Pehle; Hartmut Skubch

**Squire Patton Boggs (US) LLP**  
Nicole Boehler

**Taylor Wessing  
Partnerschaftsgesellschaft mbB**  
Dr. Christian Maron

**Texas Instruments Deutschland GmbH**  
Lynn Clark; Dr. Klaus Weisel

**The Bank of New York Mellon**  
Thilo Wolf

**Thümmel Schütze & Partner  
Partnerschaftsgesellschaft mbB**  
Matthias Thume

**TRUMPF Laser und Systemtechnik  
GmbH + Co.KG**  
Dr. Cornelius Schinzel

**U.I. Lapp GmbH**  
Dr. Matthias Kirchherr

**Value Retail Management  
Germany GmbH**  
Gabriele Strassburger

**Volkswagen AG**  
Jens Hanefeld

**Warth & Klein Grant Thornton AG  
Wirtschaftsprüfungsgesellschaft**  
Frank Christian Schmid

**White & Case LLP**  
Dr. Axel Pajunk

### INDIVIDUAL MEMBERS

**Ambassador James Bindenagel**  
David Copland  
Becky Ann Gilbert  
Astrid Gottwald  
Ralf Hässig  
Lenka Heimöller  
Dr. Hermann H.Hollmann  
Susanne Kilian  
Heinz T. Kisgen  
Dr. Gerald Kromer  
Kerstin Kubanek  
Ralf Mock  
Frank Notz  
Agne Odenram  
Petra Peffermann  
Alexander Spielberg

# Board of Directors Meeting



Leipzig, April 28. The AmCham Germany Board of Directors held its first meeting of the year in conjunction with the 113<sup>th</sup> Annual Membership Meeting in Leipzig. Aside from the annual reports of the President, Treasurer and General Manager, several new directors were elected into the Board of Directors.

The Consul General of Leipzig, **Scott R. Riedmann** (pictured left), touched in his speech on the 185-year history of the US Consulate in Leipzig and its role as one of the oldest consulates in Germany. Riedmann also emphasized the importance of US investments in Saxony and Thuringia over the past 26 years.

**Lorrie Foster**, Facilitator of the Research Working Group and Director of the Global Corporate Volunteer Council, addressed the topic of corporate volunteering and the response to the refugee challenge in a speech to the group. ■



Pictured here are (from left): Vice President Lutz Raettig; Foster; and Treasurer Armin Slotta.

## NEXT ISSUE OF COMMERCE GERMANY: September 15, 2016 ADVERTISING CLOSING DATE: August 18, 2016

Our topics will include:

- ▶▶ Working World – The Future of Work
- ▶▶ Special Report: Top 50 US Companies in Germany
- ▶▶ AmCham Germany Summer Festivals



Contact:  
Sabine Karbowy  
T +49 6127 9993150  
M +49 171 7579768  
F +49 6127 9993151  
E skarbowy@acc-verlag.de



Contact:  
Barbara Böhnke  
M +49 178 7988882  
F +49 33398 679724  
E bboehnke@acc-verlag.de

## commercegermany

### ■ ACC Verlag & Services GmbH

Dipl.-Kfm. Andreas L. J. Povel, General Manager  
Börsenplatz 7-11, 60313 Frankfurt/M

### ■ Editorial and business offices

Anna Katharina Schneider, Ines Ceylan  
T +49 69 929104-41, +49 69 929104-43  
F +49 69 929104-11  
E aschneider@amcham.de, iceylan@amcham.de  
W www.amcham.de

### ■ Editorial team

Karen Herzog, Christina Dier (verantwortlich)  
Representing FRANKFURT BUSINESS MEDIA GmbH –  
Der F.A.Z.-Fachverlag, Frankfurt/M

### ■ Graphic designer

Katharina Doering  
Representing FRANKFURT BUSINESS MEDIA GmbH –  
Der F.A.Z.-Fachverlag, Frankfurt/M

### ■ Advertising administration

Sabine Karbowy  
Wilrijkplatz 3, 65527 Niederrhausen

### ■ Communications Committee

Carl Graf von Hohenthal, Co-Chair  
Brunswick Group GmbH  
William Hood, Co-Chair  
Companions Werbeagentur GmbH

### ■ Photo credits

Cover + p. 12–16: Christian Kruppa  
p. 27: <http://www.big-gotha.de>; Bojan Kontrec/iStock;  
luchezar/iStock; MilaSemenova/iStock; SilverV/iStock;  
DragonImages/iStock; webphotographeer/iStock; flyfloor/  
iStock; Mapics/iStock; Sean Pavone/iStock; &#169; José  
Luis Gutiérrez/iStock

commerce germany is the official periodical of the American Chamber of Commerce in Germany e.V. It is published for the Chamber by ACC Verlag & Services GmbH. Opinions expressed in articles are not necessarily those of the Chamber or of ACC Verlag & Services GmbH or of FRANKFURT BUSINESS MEDIA GmbH – Der F.A.Z.-Fachverlag. Contributor opinions are not necessarily shared by the editor. All members of the American Chamber of Commerce in Germany e.V. receive one free copy of the publication. Copyright by American Chamber of Commerce in Germany e.V. All rights reserved. The contents of this publication may not be reproduced in whole or in part without the consent of the copyright owner.

Alle Rechte vorbehalten. Nachdruck, auch auszugsweise, nur mit ausdrücklicher Genehmigung des Verlags.

### ■ Printing

Boschen Offsetdruck GmbH,  
Frankfurt/M  
ISSN 0010-2857



### ■ Index of companies

Damovo Deutschland GmbH & Co. KG	21
Evonik Industries AG	7
Klöckner & Co SE	8
MSD SHARP & DOHME GmbH	21
PricewaterhouseCoopers AG	6
Procter & Gamble	15

### ■ Index of advertisers

Accenture GmbH	2
Kroll Ontrack GmbH	28
PCS Schlessing GmbH	3
PRO Finance GmbH	16

<p><b>AmCham Germany 2016 Event Highlights</b></p> <p>Please see <a href="http://www.amcham.de">www.amcham.de</a> for the latest updates</p> <p>Light blue = events wholly or partially in English</p>	<p><b>June 22</b></p> <p>Business After Hours</p> <p>Chris Ensminger Head Coach Oettinger Rockets Gotha</p> <p><u>Topic:</u> Motivation in Wirtschaft, Sport, Kultur</p> <p><b>Gotha</b></p>		<p><b>June 23</b></p> <p>Jazz Barbecue</p> <p><b>Munich</b></p>		<p><b>June 30</b></p> <p>Business Luncheon</p> <p>Bernhard Mattes Chairman of the Management Board Ford-Werke GmbH</p> <p><b>Cologne</b></p>
<p><b>July 1</b></p> <p>AmCham Germany Summer Barbecue</p> <p><b>Meerbusch</b></p>		<p><b>July 1</b></p> <p>4<sup>th</sup> of July Celebration</p> <p><b>Frankfurt/M</b></p>		<p><b>July 4</b></p> <p>Independence Day Federal holiday in the US</p>	
 <p>© BMJ/Chaperon</p>	<p><b>July 18</b></p> <p>AmCham Germany Forum</p> <p>Sabine Leutheusser-Schnarrenberger Bundesjustizministerin a.D. Vorstandsmitglied der Friedrich-Naumann-Stiftung</p> <p><b>Munich</b></p>		<p><b>August 25</b></p> <p>International Summer Business Barbecue</p> <p><b>Dresden</b></p>	<p><b>September 1</b></p> <p>Business Luncheon</p> <p>Dr. Ludger Dohm Geschäftsführer Flughafen Düsseldorf GmbH</p> <p><b>Düsseldorf</b></p>	
<p><b>September 13</b></p> <p>Business Luncheon</p> <p>Dr. Jörg Krämer Chief Economist Commerzbank AG</p> <p><b>Frankfurt/M</b></p>		<p><b>October 4</b></p> <p>Expert Briefing PwC</p> <p><u>Topic:</u> International Tax Highlights</p> <p><b>Frankfurt/M</b></p>	<p><b>October 12</b></p> <p>2016 Growth Company Forum</p> <p><b>Berlin</b></p>		<p><b>November 8</b></p> <p>Business After Hours</p> <p>Tour of Walter Knoll AG &amp; Co. KG</p> <p><b>Stuttgart</b></p>
<p><b>November 9–10</b></p> <p>Tenth Annual Transatlantic Business Conference</p> <p>The Transatlantic Marketplace – Challenges and Opportunities Beyond 2016</p> <p><b>Frankfurt/M</b></p>  		<p><b>November 16</b></p> <p>Business Luncheon</p> <p>James W. Herman US Consul General in Frankfurt/M</p> <p><b>Stuttgart</b></p>	<p><b>November 22</b></p> <p>Business After Hours</p> <p>Joachim Dorfs Chefredakteur Stuttgarter Zeitung</p> <p><b>Stuttgart</b></p>		



# Your Global Ediscovery Partner

The background of the slide features a stylized world map in shades of blue, overlaid with a network of glowing blue nodes and connecting lines, symbolizing global connectivity and data networks.

At Kroll Ontrack we specialise in providing innovative electronic evidence services to our clients across the world.

+49 7031 644-101

[ediscovery@krollontrack.de](mailto:ediscovery@krollontrack.de)

Kroll Ontrack GmbH | Hanns-Klemm-Straße 5 | D - 71034 Böblingen