

commerce germany

The magazine of the American Chamber of Commerce in Germany e.V.



The city of tomorrow

Urban supply chain

**TRANSATLANTIC
BUSINESS BAROMETER**
Restraint and optimism

**CONGRESSIONAL
LUNCHEON**
Munich Security Conference

POLICY SPOTLIGHT
Our take on the
industrial strategy

Der neue Ford Mondeo Hybrid

Das Beste aus zwei Welten.



HYBRID 



Eine Idee weiter

Kraftstoffverbrauch (in l/100 km nach § 2 Nrn. 5, 6, 6a Pkw-EnVKV in der jeweils geltenden Fassung): Der neue Ford Mondeo Hybrid Turnier, 2,0-l-Benzinmotor und Elektromotor mit Systemleistung gesamt 138 kW (187 PS), Automatikgetriebe: 5,5 (innerorts), 4,7 (außerorts), 5,0 (kombiniert); CO₂-Emissionen: 113 g/km (kombiniert).



Dear Readers,

In this issue of *commerce germany*, we're delving into a topic that not only affects our members across the board — from logistics and energy companies to IT firms and machine manufacturers — but also society on both sides of the Atlantic: urban supply chains and smart cities.

It's no secret that urbanization is one of the megatrends of our time. The United Nations estimates that in the next 10 years, 60% of the world's population will live in urban areas. But with all the economic and societal benefits that cities offer, they also bring about an array of challenges: What policies do we need to ensure the city of tomorrow profits from open data, connected infrastructure and sustainable energy? How can new technologies connect people, services, companies and city agencies more effectively? And how can we combine Germany's expertise in hardware and engineering with the US' entrepreneurial spirit and IT prowess to make our cities cleaner,

Frank Sportolari
President of
AmCham Germany

safer and more efficient? Given the far-reaching implications of these questions, we've not only chosen to dedicate our 116th Annual Membership Meeting to this topic, but also a complete issue of *commerce germany*.

In our cover story, Dr. Matthias Winkenbach, Director of the Massachusetts Institute of Technology (MIT) Megacity Logistics Lab, answers our questions about the role of GPS data, individualized consumer habits and urban transportation systems when it comes to the city of the future. We also take a closer look at the topic from a transatlantic perspective in our Viewpoint section, where we focus on projects like Digitalstadt Darmstadt by Hessen Trade & Invest, an underground logistics system created in a joint venture by SAP, and Bosch's construction of a smart city from scratch in the suburbs of San Francisco.

But urban supply chains aren't all we're focusing on in this issue. We also highlight our policy work over the past few months: Top Level Meetings with Federal Ministers Peter Altmaier and Julia Klöckner as well as with Head of the Chancellery Dr. Helge Braun and our Congressional Business Lunch at the Munich Security Conference where we welcomed guests such as Ivanka Trump and a delegation of Democratic and Republican Members of Congress. We also unveil the results of this year's Transatlantic Business Barometer and touch on topics like the National Industrial Strategy 2030 issued by the Ministry for Economic Affairs and Energy.

Whether it's in tackling challenges such as urban supply chains or finding solutions to tariff disputes, we at AmCham Germany remain committed to promoting strong transatlantic ties. We hope you'll join us in shaping the dialogue throughout the rest of 2019!

Enjoy reading,

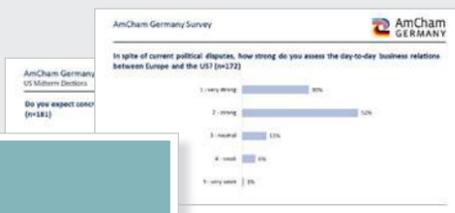
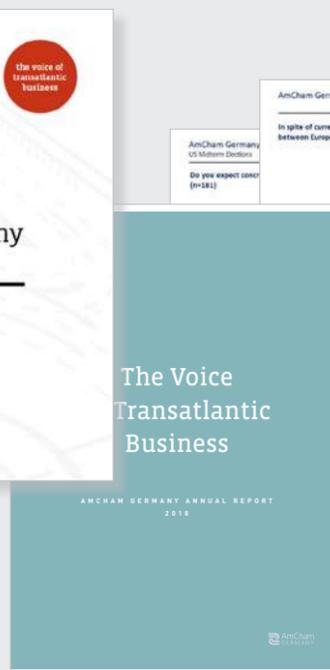
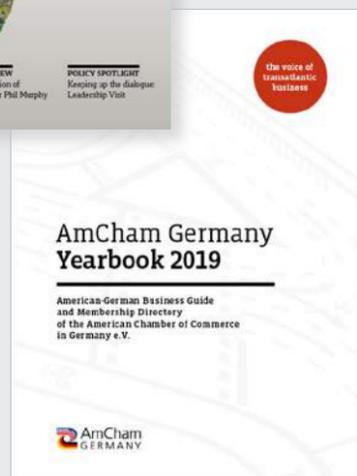
Frank Sportolari

Illustration: Charlotte Hintzmann

AmCham Germany publications and surveys

We use a wide range of channels to provide information to members and decisionmakers in the political and business communities: digital and print, monthly and yearly — or whenever the time is right.

- **Monthly newsletter:** always up to date on what's happening in transatlantic relationships
- **Surveys on current issues:** quick and to the point
- **commerce germany:** the special-interest magazine published three times a year with articles written by high-caliber authors from both sides of the Atlantic
- **Transatlantic Business Barometer:** current figures related to the transatlantic investment climate
- **AmCham Germany Yearbook:** the who's who of AmCham Germany
- **Annual Report:** AmCham Germany's year in pictures



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Photo credit: Roland Berger, Florian Freund, shutterstock, JEMiki

New team members: Communications & Events



Katharina-Luise Kittler and Laura Senftleben started working for AmCham Germany in March and are based in our Berlin office. Kittler is a former journalist and has been an enthusiastic transatlantic ambassador for many years. Before joining AmCham Germany, she worked for the Mittelstands- und Wirtschaftsvereinigung der CDU/CSU (MIT). She will be responsible for press relations at AmCham Germany. Senftleben previously served at the US Consulate General in Leipzig and is an intercultural specialist. She strengthens the events team, which organizes more than 150 AmCham Germany events every year.



NextGen Initiative: Getting ready for 2019

After a very successful start of the NextGen Initiative, the selection committee has once again chosen a diverse group of NextGen participants from our member companies. This year's kickoff conference took place near Munich and focused on transatlantic business, leadership skills and networking. For more information, please visit www.amcham.de/next-gen



Two committees: Change of staff contact

The new staff contact for the Financial Services Committee and Social & Labor Affairs Committee is Carl Tobias Reichert. He assumed his new role in January 2019 and will support the chairs Dr. Martin Deckert and Martin Wiesmann (Financial Services Committee) as well as Caroline Bitsch and Nils Hullen (Social & Labor Affairs Committee).



Photo credit: Matthias Fischer, BMG

Photo credit: Britta Weber, Brendan Hoffmann, Hemma Seifried

A fresh start: Corporate & Business Law Committee

Corporate and business law is one area in which AmCham Germany is currently repositioning itself. Britta Weber (UPS Deutschland) and Dr. Robert Weber (White & Case) will chair the Corporate & Business Law Committee in the future. The committee's contact person at AmCham Germany is Katrin Utzinger.



Winter staff meeting: Best-practice exchange



AmCham Germany and BritishAmerican Business met during AmCham Germany's biannual staff meeting in December 2018 to partake in a best practice exchange between the two AmChams. The lively exchange provided insight into how other

AmChams are organized and which challenges they face. This was the second AmCham best-practice exchange that AmCham Germany has done. The first was conducted with AmCham Ireland in summer 2018.

During the staff meeting, AmCham Germany also had the chance to discuss the US mid-term elections with Meghan Milloy, Robert Bosch Foundation Fellow and former Director of Financial Services policy at the American Action Forum. In a Q&A session, she answered questions from AmCham Germany staff about the results of the US election and what that could mean for the transatlantic partnership as well as about the general political situation in Washington, DC.

Visiting the US Consulate: ties strengthened

High-ranking representatives from the US Commercial Service, the Consular Section, the US Commercial Service Bureau of Industry and Security (BIS) and the Political/Economic Section received AmCham Germany staffers from various departments at the US Consulate General Frankfurt — the largest US consular post and one of the

largest diplomatic missions in the world. Dep. Principal Officer David Elmo welcomed the group and kicked off the day-long meeting. A perfect opportunity to meet face-to-face, share valuable insights, exchange best practices and discuss joint projects; an ideal starting point for offering our members even better services in the future!

Handing off the baton: New chapter chair in Frankfurt

AmCham Germany's 2019 New Year's Reception in Frankfurt am Main was marked by a change in committee leadership: David Kowner succeeds Dr. Mark C. Hilgard as Chair of the Rhine-Main Regional Committee.

For the last 10 years Hilgard has had various roles at AmCham Germany, including the key position of Rhine-Main Regional Committee Chair.

The new Chair David Kowner, an American who has lived in Germany for more than 30 years, is Partner and COO at Cerberus Beteiligungsberatung GmbH and has been actively engaged with the Chamber for many years. As an Executive Committee Vice President since 2014 and a past Membership Committee Chair, Kowner has long been part of AmCham Germany's leadership.



Transatlantic Business Barometer 2019

Solid business figures, but growing uncertainty

AmCham Germany released the latest edition of its Transatlantic Business Barometer with Roland Berger during an event held on April 11, 2019, at the Allianz Forum in Berlin. At the event, AmCham Germany President Frank Sportolari presented the results of the study while Prof. Burkhard Schwenker of Roland Berger delivered a speech on ways to escape the transatlantic relationship crisis.

German companies on the other side of the Atlantic, the potential of the US as a sales market as well as the general conditions for startups and the digital infrastructure in the country are among the most attractive factors for the location. Germany, on the other hand, is given high marks by US investors in areas such as workforce quality and supplier networks.

Nevertheless, the survey results are also cause for concern. Looking ahead to the next three to four years, 22% of US companies in Germany and 37% of German companies in the US expect business conditions to worsen. While energy costs, the quality of the digital infrastructure and corporate taxation present stumbling blocks to US investors in Germany, German companies in the US are unsettled by the unreliability of the US political system and the unpredictability of local investment conditions. In other words: As strong as German-American business relations may seem, they cannot be taken for granted. Now more than ever, we must create a foundation for future growth and prosperity in the transatlantic marketplace.

“The transatlantic relationship should be one of the guideposts for any business decisions that Germany makes.”

Frank Sportolari, President of AmCham Germany

AmCham Germany has surveyed US companies on investment perspectives in Germany for over 15 years now; for the second consecutive time, this year’s Transatlantic Business Barometer also includes insights from German investors in the US.

Main takeaways from this year’s study

Germany and the US remain attractive investment locations. The majority of both US companies in Germany and German companies in the US experienced growth in revenue, employees and investments in 2018, and they also expect these to increase or remain at current levels in 2019. For

For more information

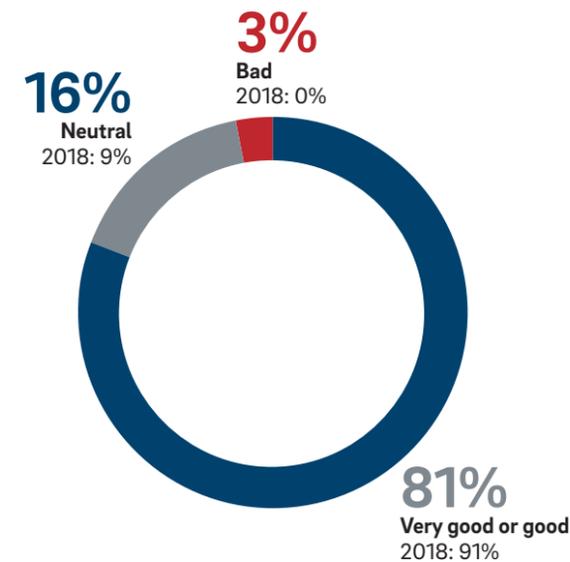
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Photo credit: Gregor Fischer/Raum11

How US companies view Germany as an investment location in 2019

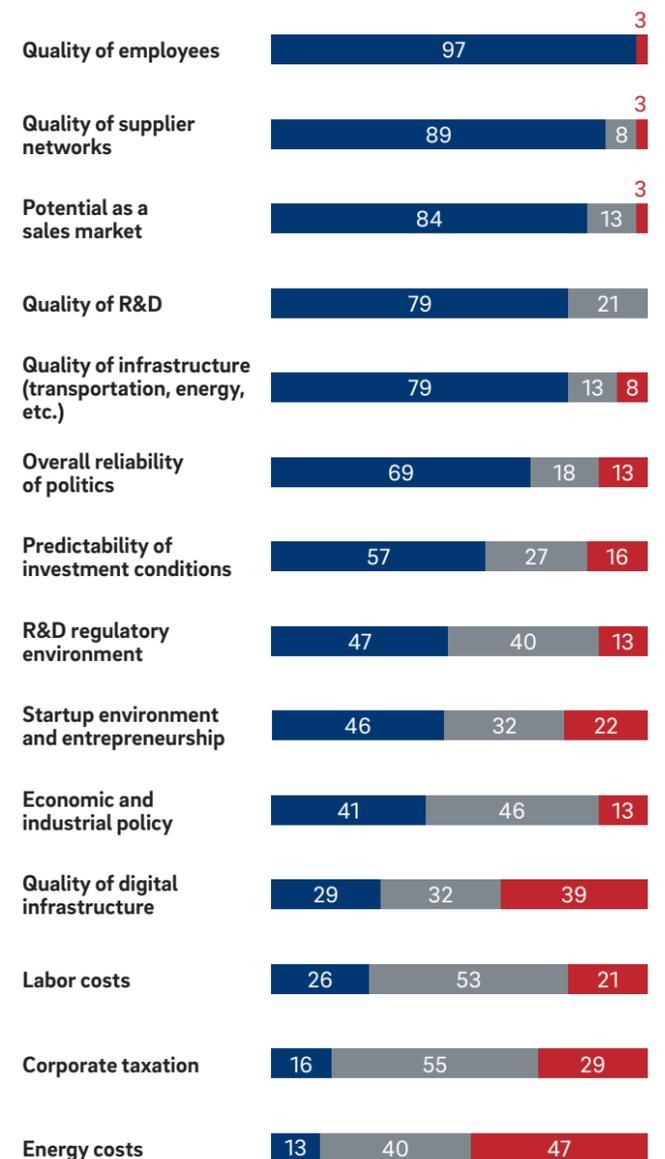
A GERMANY: ATTRACTIVE AND STABLE

How would you rate the current location conditions in Germany?

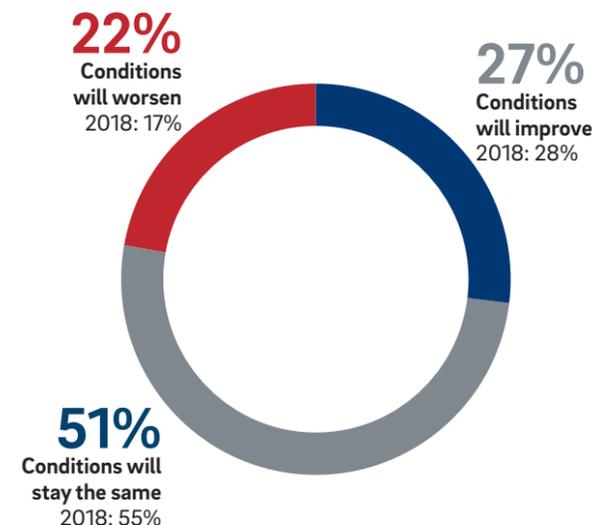


B EXPENSIVE BUT GOOD

How would you rate the following location conditions? [%]



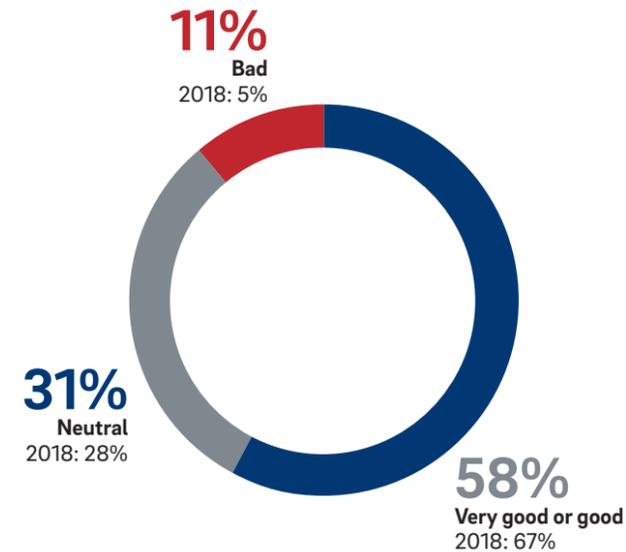
How will location conditions in Germany develop over the next three to four years?



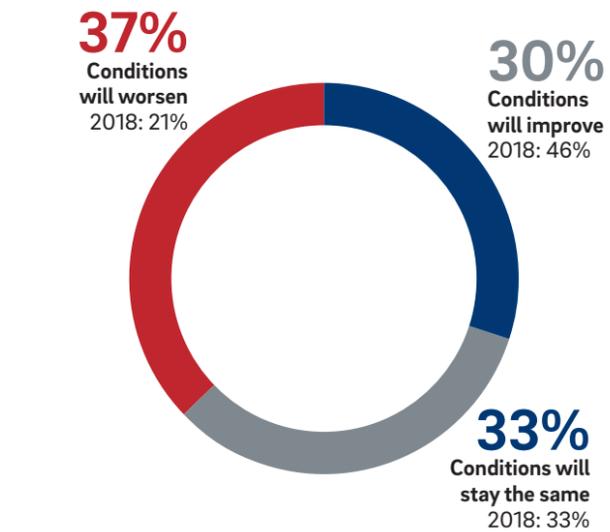
How German companies view the US as an investment location in 2019

A THE US: GOOD BUT WITH AN UNCERTAIN OUTLOOK

How would you rate the current location conditions in the US?

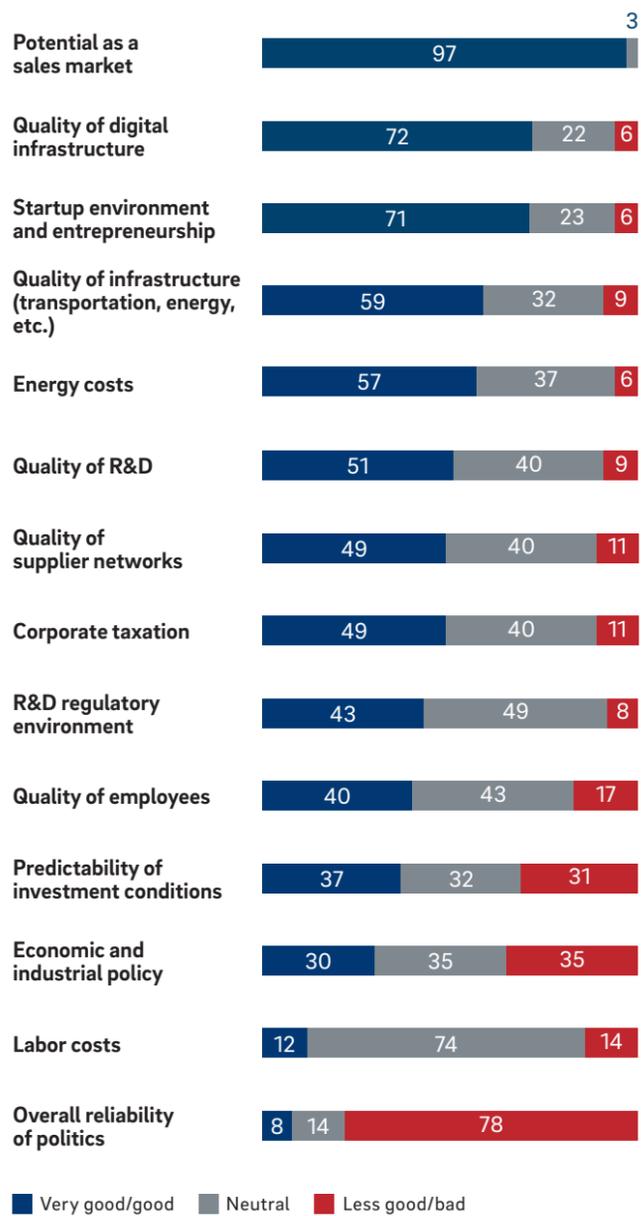


How will location conditions in the US develop over the next three to four years?



B STRONG MARKET, LESS PREDICTABILITY

How would you rate the following location conditions? [%]



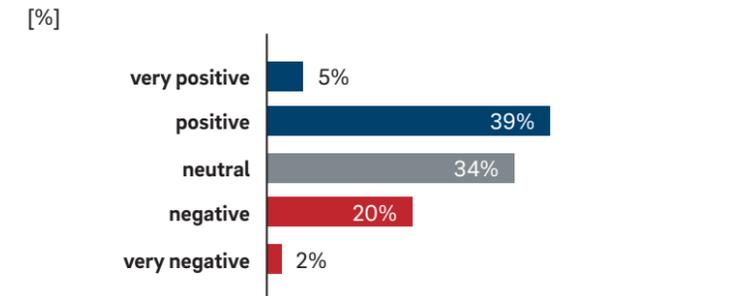
This Transatlantic Business Barometer draws from the results of a survey conducted in Feb. 2019 among 45 German companies in the US and 39 US companies in Germany. To access all the results of the study, please visit our website: www.amcham.de/publications

FLASH POLL

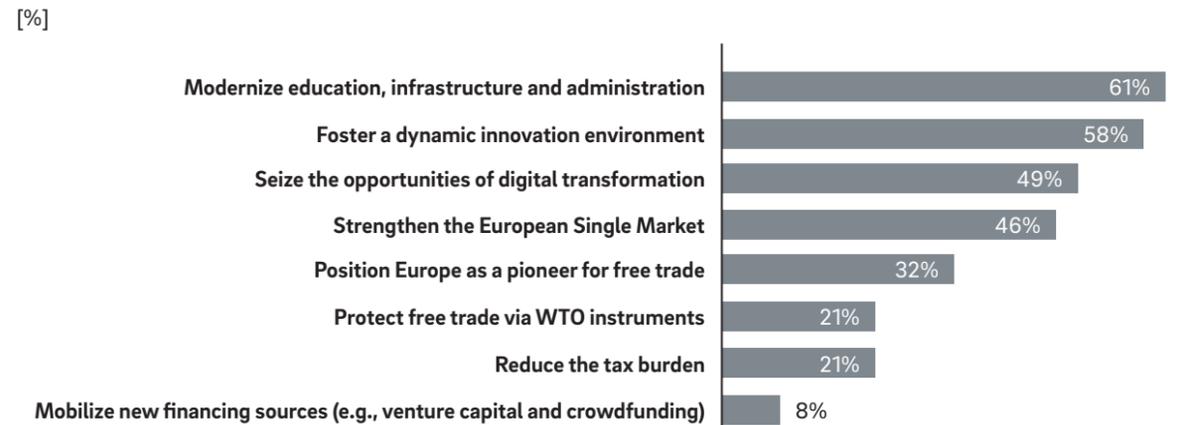
Your take on the industrial strategy

To learn where our members stand on the most pressing transatlantic issues and how we can best represent their interests, AmCham Germany regularly conducts short surveys, or “flash polls,” and communicates the results directly to members of the media and political stakeholders. These flash polls are short and anonymous, and members are invited to participate through email. In April, we asked what impact the National Industrial Strategy 2030 issued by the Ministry for Economic Affairs and Energy has on German and European economic and trade policy. Here are a few of the findings.

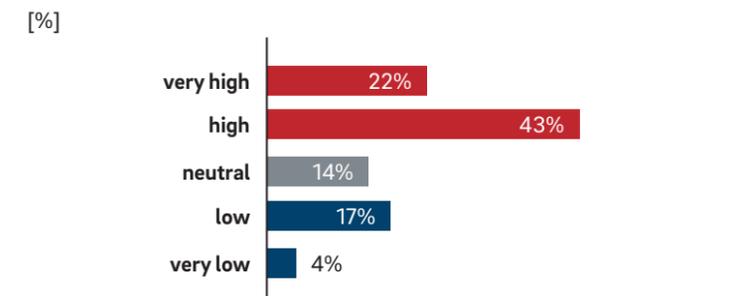
1 DO YOU BELIEVE THE INDUSTRIAL STRATEGY WILL HAVE A POSITIVE OR NEGATIVE IMPACT ON FUTURE GERMAN ECONOMIC AND TRADE POLICY?



2 IN YOUR OPINION, WHICH OF THE FOLLOWING POLICY RECOMMENDATIONS ARE THE MOST URGENT IN DISCUSSIONS ON A FUTURE GERMAN AND EUROPEAN INDUSTRIAL POLICY?



3 HOW HIGH IS THE CURRENT POLITICAL PRESSURE FOR REFORM IN GERMANY AS AN INDUSTRIAL LOCATION?



Read the interview
with Frank Sportolari, President of AmCham Germany, on page 28/29.

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Urban consumers' expectations: high and highly individualized



About

Dr. Matthias Winkenbach is the Director of the Massachusetts Institute of Technology (MIT) Megacity Logistics Lab and a Research Scientist at the MIT Center for Transportation & Logistics. His research focuses on designing last-mile logistics systems to supply global urban markets — as well as the challenges companies and policy makers are addressing when dealing with urbanization and the importance of e-commerce through the use of data, analytics, and technology. His lab collaborates with leading industry partners and organizations around the world, e.g., UPS, Walmart, the World Bank and US DOT.

winkenbach.mit.edu

INTERVIEW WITH
DR. MATTHIAS WINKENBACH

Despite a steep increase in the cost of living in many urban, metropolitan areas, why are people still flocking to live in megacities?

That is a good question. I believe that cities around the world are hotspots of economic growth, technological innovation, cultural activity and societal change. Especially in many of the emerging markets, moving to the city is the key to social advancement, higher education and opportunity. The benefits and expected long-term gains from living in cities often outperform the short-term costs.

How can megacities organize the “last mile” efficiently?

Well, the so-called last mile is the most complex, costly and difficult-to-optimize part of any global supply chain. It is associated with a lot of uncertainties — from traffic conditions, to weather, to customer availability. Those make it increasingly difficult to efficiently plan and operate the last mile.

And what can municipal governments do to ease the process?

I think that municipal governments anywhere can help alleviate these complications. They can also mitigate the negative externalities of urban freight movements by working closely with industry and providing a policy framework. As well as an urban transport infrastructure that helps streamline the last-mile delivery process. Examples include the creation of dedicated freight lanes or corridors, smart curbside management and the provision of real-time data on traffic or the availability of parking spaces in congested urban centers.

How can GPS-data derived from smartphones help build models for urban delivery operations?

Mobile-phone data and other sources of movement and activity data can be very valuable sources of information to accurately model urban last-mile delivery operations. For example, we are using such data to create highly detailed speed profiles of the movement of commercial vehicle fleets, within an urban road network. That allows us to

When ordering a lamp on Amazon these days, it appears only a mouse click away, and it usually shows up on your doorstep only two days later. Behind the magic is a supply chain that, depending on where one's residence is located, can be a rather complicated and energy-intensive endeavor. From supplier and manufacturer to Amazon's fulfillment center and distributor, through to the doorstep. These are the various levels of delivery, and for residents in the so-called megacities the supply chain's logistics need regulatory coordination.

commerce germany spoke to Dr. Matthias Winkenbach, Director of the Massachusetts Institute of Technology (MIT) Megacity Logistics Lab, about the coordination of supply chains in megacities, how to structure them to be energy efficient, and modern technical solutions regarding the supply chain of the future.



By 2050, 70% of the world's population will be living in cities with their very individualized demands and needs.

What is a megacity?

Areas like the New York City Metropolitan Area with a population over 10 million are megacities. The closest German equivalent would be the Rhine-Ruhr Metropolitan Area, with over 10 million inhabitants. In 2018 the world had a total of 37 megacities. By 2050, 70% of the world's population will be living in cities with their very individualized demands and needs. Since 2010, only 10% of the earth's surface is considered remote, which is defined as a location 48 hours of travel from a major city. People flock to large urban areas for upward mobility, access and, ultimately, prosperity. With the emergence of the age of the individual — or, more precisely, of consumer-driven market demand — the importance of having successful and efficient supply-chain management solutions is critical and is now also seen as a key growth enabler. While growth needs to be guaranteed, the sustainable handling of supply chain management is also more and more in focus. The author John Manners-Bell writes on the World Economic Forum's website, "The 'triple advantage' approach to supply-chain management is critical to ensure long-term sustainability, though striking a balance between each of these core 'pillars' — economic viability, environmental accountability and social responsibility — is challenging."

characterize accurately which kind of vehicle will travel for how long and far between two consecutive stops. Which depends on the time of day, weather conditions and other factors that impact delivery efficiency. Similarly, such data can help our models "learn" from the local knowledge of drivers and delivery agents on the ground. For instance, we can identify commonly taken shortcuts around traffic obstacles, or frequently used parking locations to load or unload the vehicle. This helps us plan better delivery operations in the future, but also to inform more effective regulations and more targeted infrastructure investments of cities.

What special challenges do you see from urban transport systems in developing countries? The greatest urban population increase is set to happen in the world's poorest regions, particularly in regard to sustainable development.

Cities in developing countries and the so-called emerging markets pose very particular challenges to efficient urban mobility in general and urban freight distribution in particular. The populations of these cities often exhibit particularly high rates of vastly unplanned growth, giving rise to exponential increases in urban density and congestion. The demand for urban transportation services

A key challenge of urban logistics is the fragmentation of loads

rapidly outgrows the capacity of road networks and other transportation systems. This is further amplified by increasing levels of individual wealth, consumption and mobility needs in these cities. At the same time, issues with public safety, the lack of well-structured address systems and well-maintained physical infrastructure introduce additional uncertainties and constraints to last-mile planning and operations.

Since universal "freight generation profiles" exist to measure urban activities constantly from one city to another — retail, construction, waste, etc. — shouldn't it be less complicated to find universal answers or systems applicable to metropolitan areas?

No, I don't think so, and let me explain why. While intercity freight demands are highly aggregate measures, that are relatively stable and easy to forecast, one of the key challenges of urban logistics is the fragmentation of loads. Especially in light of growing e-commerce and a trend towards



We need complex solutions to ensure that our cities remain worth living in: with lower CO₂ consumption, less noise and space for everyone who appreciates the pulsating city life.

on-demand consumerism, urban freight shipments get smaller and smaller, and deliveries are becoming increasingly fragmented and individualized. Urban consumers expect individual delivery time windows, ever faster delivery lead times and increasing levels of flexibility to decide when, where and how to receive a shipment. Being able to anticipate the dynamics of such a highly fragmented transportation problem in light of various external sources of uncertainty, such as traffic or weather, is extremely challenging. And every city, and even every neighborhood, is different — there are no one-size-fits-all solutions to urban logistics anymore.

Given increasing individualization in consumption habits, how can sustainable, energy-efficient urban delivery operation systems be developed? What could they look like in detail?

I see two main directions of research and development that may enable us to mitigate the effects of increasing customization and fragmentation of urban deliveries while making the last mile more sustainable on the long run. First, innovative unattended delivery models enabled by low-cost sensors and IoT technology can help decouple the delivery process from customer availability and other customer-specific constraints, while providing superior levels of convenience to the recipient. Second, data analytics can help to educate the consumer to order in a more sustainable way, putting less of a burden on last-mile delivery systems. For instance, anticipating recurring orders of commodity goods and incentivizing the customer to place these orders earlier — thereby giving logistics operators more time to consolidate and plan for efficiency — could help to counteract the common notion of making everything available to consumers instantly and on-demand.

The MIT Megacity Logistics Lab

The MIT Megacity Logistics Lab (MegacityLab) — a part of the MIT Center for Transportation and Logistics — claims to combine original academic contributions with solving relevant real-world problems. The research focuses on the following four areas.

Distribution Network Design

In this research area the MegacityLab develops interactive, data-driven optimization and simulation models that help designing better last-mile distribution networks and delivery models to serve demand in congested urban centers more efficiently.

Urban Freight Infrastructure

Dr. Winkenbach and his team combine data analytics, mathematical modeling, and industry best practices to guide freight infrastructure investments and policy design to make cities more livable and last-mile logistics operations more sustainable.

Logistics Big Data Analytics

The MegacityLab develops analytical methods and tools to navigate and analyze the vast amounts of data generated by logistics operations every day in order to derive intelligible and actionable insights that help improve last-mile performance.

Last-mile Technology Innovation

The researchers conduct inter-disciplinary research to identify potentially disruptive technology innovations, assess their impact on last-mile distribution, and support their adoption in the marketplace.

<https://ctl.mit.edu>
<http://megacitylab.mit.edu>

Rethink the city: Livable. Sustainable. Resilient

Transforming cities and communities of the future into vibrant, attractive and sustainable places for people to be — where people are in tune with each other and their city. This is the Bosch Group's vision.



PAULO FERREIRA, BOSCH

The smart city is on its way — connected, clean and safe. The internet of things (IoT) has laid one of the main foundations for the connected city. A Gartner study predicts that some 230 million homes worldwide — roughly 15% of all homes — will be intelligently connected by 2020. The potential is huge, with market volume estimated to reach \$250 billion annually by 2020. By the same year, more than 20 billion devices worldwide will be connected with each other — smoke detectors, burglar alarms, electricity meters, home appliances and many more. Another driver of the rapid development of smart cities is artificial intelligence (AI). Bosch intends to further expand its research in this field. Last year, the company opened a research center for artificial intelligence, which now employs over 100 associates in Renningen, Germany, Palo Alto, California, US, and Bengaluru, India. By 2021, Bosch will invest some €300 million in expanding the center. The company anticipates that, ten years from now, scarcely any product will be conceivable without AI.

One of Bosch's major urban planning projects is in San Francisco. It's San Francisco's biggest urban development project since the earthquake of 1906.



Photo credit: Ingo Cordes, CST

Photo credit: FivePoint, Bosch

Using a sophisticated system, "intelligent containers" are loaded and unloaded aboveground in hubs and then transported underground to their destinations — without emissions. Intermediate storage of transported goods is also possible.

The future of logistics is underground

SAP collaborates with Cargo Sous Terrain for tomorrow's freight transportation.

DR. UWE KUBACH, SAP

Dr. Uwe Kubach

Vice President of Digital Supply Chain Enablement at SAP

www.sap.com
www.cst.ch

Dr. Uwe Kubach is Vice President of Digital Supply Chain Enablement at SAP.

Previously, he was responsible for the development of SAP's Internet of Things platform and headed the SAP Research Center in Dresden.

He was a founding member of the German Industrie 4.0 platform and is now a member of its research advisory board. He holds a doctorate in computer science and an MBA and has been granted an honorary professorship at the University of Dresden.

Trends like globalization, urbanization and the digital transformation of the retail market have led to a significant increase in freight transported across the planet. And it keeps growing. For example, the parcel volume shipped within Europe is predicted to increase by another 69% through 2021.* This massive expansion demands new approaches and concepts in freight transportation.

For that reason, Coop and Migros, major Swiss retailers; SBB Cargo and Swiss Post, large logistics organizations; Swisscom, Switzerland's largest telco company; and SAP, one of the world's largest software vendors, joined forces to find a solution to these challenges. They are shareholders in Cargo Sous Terrain (CST) AG and contribute their expertise to make the company a success. CST aims to provide a novel, largely automated logistics system for northern Switzerland.

The idea behind CST is to put freight underground by establishing a tunnel system that connects all major logistics hubs within the region. By doing this, freight traffic can be reduced by up to 40% for critical parts of the infrastructure — for example, the busiest freeways.

Besides the tunnel system, CST differentiates itself from existing logistics services through its ambition to provide a one-stop shop for the end-to-end transportation of goods including local pickup and

An open platform that aims to cooperate with established logistics providers

delivery. This allows CST to guarantee very specific windows for the planned arrival time of goods. In addition, CST changes the existing transportation paradigm of transporting goods in large truckloads weighing multiple tons to a continuous, highly flexible transport flow of smaller units of up to two pallets.

Meanwhile, CST has acquired more than CHF 100 million in funding for the next project phase. It will deliver a productive system for urban logistics and last-mile delivery, a detailed plan for the overall system, and the required permits to start the tunnel construction no later than 2025. The first part of the tunnel system will be completed by 2030.

Digital City Darmstadt: Smart technologies for a sustainable city and valuable services for residents

Both urban and rural areas will continue to face critical challenges in coming years, among them climate change, mobility, energy supply and health care. Darmstadt is meeting these challenges, in the process demonstrating how digitalization fosters and contributes to societal and economic development.

HESSEN TRADE & INVEST GMBH (HTAI)

Darmstadt is on the way to becoming a smart city of the future. Drawing on a strong network of partners and stakeholders ranging from society to the science, government and business communities, Digital City Darmstadt is demonstrating how digital technologies can be used to manage urban transformation and create added value for residents.

In 2017, Darmstadt won the nationwide Digital City award, a competition staged by the industry association bitkom. This achievement put the southern Hesse city one step farther along the path to becoming a smart city. After all, winning the award helped Darmstadt to build a network of partners and sponsors.

Excellent conditions

Darmstadt is the science and high-tech center of the Rhine-Main metropolitan region. The "City of Science" has several universities along with well-known, leading national and international research institutes and highly innovative companies.

Together, they create an innovative urban ecosystem. But these factors didn't constitute the only reasons for winning the award.

From its beginning, Digital City Darmstadt has focused on improving its residents' quality of life and, unlike other smart cities, has taken a unique strategic approach to its activities and has bundled them.

All stakeholders — the municipal administration, businesses, the science community and the public — joined together to create a shared vision of a smart city. The continuous exchange of ideas within this strong network proved to be a key success factor as did residents' participation in this process. The results were then integrated in the city's strategic approach.

A field of experimentation

Darmstadt will focus on new technologies to facilitate the daily lives of its residents. All digital solutions address privacy and data-security issues.



Smart lighting

One example of how the city is transforming into a smart city one step at a time is Darmstadt's Smart Lighting project. LED streetlights will be equipped with special sensors that apply adaptive lighting. The installed sensors react to the environment and to road users — without obtaining any of their personal data — and adjust the lighting intensity accordingly.

The environment benefits because less CO₂ is being generated. Plants needing darkness to promote their growth cycle are protected. Nocturnal animals can better orient themselves in their search for food. Pedestrians, cyclists and runners experience increased safety thanks to more accurate lighting. Light pollution decreases and energy savings increases: Conventional lighting requires around five times as much energy as LEDs, an amount that corresponds to an energy reduction of around 87%.

DIGITALSTADT DARMSTADT GMBH

They enhance and/or enable societal participation and ensure resources are used sustainably.

Five strategic objectives

With this vision as its basis, five strategic objectives were identified to act as guidelines for the tangible and practical projects and solutions. Everything the Digital City Darmstadt offers has to be participatory, valuable to residents, sustainable, secure and oriented toward the future.

Projects and activities are bundled within three leading concepts:

- The economy and technology
- Digital services and society
- Mobility and the environment

Projects in these three primary areas include: IT infrastructure, public administration, trade and tourism, healthcare, cybersecurity, energy, mobility, society, a data platform, the environment, education, security, Industry 4.0 and culture.

Project partnership

The state of Hesse and the Digitalstadt Darmstadt GmbH are funding the projects, which are also supported by a network of companies. Forming a blueprint for the future, the results from these projects will show how digitalization can improve urban development and create value for city residents and society as a whole.

Since 2018, Digitalstadt Darmstadt GmbH has been coordinating activities as a project management unit. The Hessen Trade & Invest GmbH, the regional development partner, has been supporting activities from the beginning.

The contact person for the project at Hessen Trade & Invest is Heike Koch, Project Manager Digitalization. At Digitalstadt Darmstadt GmbH, Simone Schlosser, Member of the Management Board, and Project Manager Silke Unger are the contact persons.

www.digitalstadt-darmstadt.de
www.digitalstrategie-hessen.de

Hessen Trade & Invest (HTAI)

HTAI is the economic development company of the State of Hesse. Its task is to sustainably develop Hesse as a location for business and technology in order to consolidate and expand its competitiveness.

HTAI is the central point of contact for investors from all over the world who wish to settle or invest in Hesse.

More information:
www.htai.de

Parcel lockers@work

The smart benefit for your workforce

A small investment improves employee productivity and satisfaction

Your contact:



Jörg Schauerhammer

Managing Partner
of SESAM GmbH

www.sesam-homebox.de

Schauerhammer has been
advising the start-up company
SESAM GmbH since 2017.

Prior to that, he worked as an
independent consultant, focus-
ing on corporate finance and
private equity. Schauerhammer
also looks back on a 30-year
career as a corporate banker
and general manager at
Commerzbank AG, where he
worked through 2009 in such
locations as Singapore, Berlin
and London. Schauerhammer
has been a member of AmCham
Germany since 1995 and served
as chairperson for the Saxony
and Berlin-Brandenburg
chapters.

The booming B2C market and the challenge of covering the (in)famous last mile requires more intelligent urban logistics, especially when it comes to receiving parcels. The volume of online shopping has increased, and deliveries aren't only getting sent to private homes. Many companies may have noticed a growing number of parcels arriving at their front desk. Soon these companies will have to decide whether to permit or disallow their staff from receiving parcels at their workplaces.

So SESAM has developed a unique system that provides continuous support for the unattended delivery of parcels that's always at work.

The SESAM system: an employer's USP

In a competitive labor market, many companies want to offer the attractive benefits their (future) employees are looking for.

The SESAM system offers easy-to-use management of private parcels arriving at a company's premises without the usual obligations such as administration, risk of ownership and loss, etc. The intelligent system can receive parcels from all couriers and notifies recipients by email, who can then easily open the system to pick up their parcels on the

way home when leaving the office. No supervision is needed, and security is guaranteed as only registered parcels can be placed in the locker.

Improving the CO₂ footprint

Unattended delivery is a noticeable incentive to many employees because of the saved time and hassle. In addition it supports a tangible social benefit by improving the carbon footprint.

In comparison with a conversion rate, or rate of successful delivery on the first attempt, of roughly 60% for attended B2C delivery, unattended delivery improves the conversion rate to 100% — translating directly into "green" effects. This is because unattended delivery makes all subsequent traffic to parcel shops or courier-specific parcel lockers redundant.

Providing a solution for this growing everyday problem improves employer branding while simultaneously reducing a company's carbon footprint.

SESAM offers parcel box solutions for nearly every segment: Single homes, apartment houses, community boxes or company boxes for B2C, B2B, E-Food, medication, spare parts and other particular cases.



AmCham Germany remains in close contact with other AmChams in Europe. We spoke with Emanuel Adam, Executive Director of BritishAmerican Business, about the impact of Brexit on his organization's work.

Brexit and the US: Businesses feel the need to move on

What is the current situation of British companies in the US and US companies in the UK?

Businesses that operate in the transatlantic corridor face a common challenge: Both the US and the UK are redefining the trading relationships with their closest trading partners. These potential and/or real changes to the business environment that companies have adjusted to for a long time create uncertainty and this impedes growth and ambition. At the same time, after years of distraction businesses feel the need to move on. It is fair to say that events like Brexit have a fundamental impact on business and we need to find a solution that does not harm our economies, businesses and citizens. But, equally, there is and should be more to the world than Brexit.

In case of a Brexit, would you support a US-UK free trade agreement (FTA). And if so, what should such an agreement look like?

As a truly transatlantic organization, we are committed to doing whatever helps strengthen the economic relationship between the US and the UK. This includes being supportive of the prospect of a future US-UK free trade agreement. Much of what is possible will depend on the UK's future negotiation capacity and equally public support for any kind of agreement, which we know is not a given. This is why we have chosen to identify and focus on key areas, such as IP, digital trade and data flows, or even "smaller" things like travel facilitation across the Atlantic and support systems for smaller businesses. These are areas where we think the US and the UK can advance economic collaboration within the scope of an FTA as well as within separate initiatives outside of an FTA.

INTERVIEW WITH EMANUEL ADAM

What expectations do you have for future economic relations between the UK and the US?

Business invests and expands where it finds good markets and a business-friendly environment. Access to other markets is key, but so are policies on tax, innovation, diversity, education and talent. The UK has traditionally been a good place for business. Its gateway function to the EU has added to its attractiveness. As the UK prepares to leave the EU, the overall attractiveness of the UK to US businesses will depend on whether Britain can retain its current attractiveness and potentially balance the negative impact of leaving the EU in the mid- to long-term.

Have the expectations of members of BritishAmerican Business (especially US companies) changed?

With the UK's decision to leave the EU and the shift in focus of American trade policy, the UK has suddenly become a focal point for the future of transatlantic economic policy. We have embraced this new era in our work and are delighted to see that we can serve an increasing number of transatlantic companies to help navigate changes in the current environment and prepare for what may come. This is a relevant time for BritishAmerican Business. It is a time for BritishAmerican Business to be relevant.

Emanuel Adam

Executive Director,
BritishAmerican Business
(BAB)

www.babinc.org

Emanuel Adam is located in London and leads the organization's policy and trade portfolio. Having spent almost his entire career in transatlantic trade, first with the TransAtlantic Business Dialogue (TABD), the Trans-Atlantic Business Council (TABC) and today with BAB, Adam is a known expert and stakeholder in the field of transatlantic economic relations. His work is regularly featured and quoted in the media on matters relating to international business, trade and investment.

Regulatory systems need to be more closely aligned

During our visits to the US, we meet a variety of stakeholders from politics and business who help shape the transatlantic political and economic landscapes. Their views on the transatlantic relationship offer a multi-faceted picture of current developments. In March we met with Ann Wilson and Jonathan Huneke.

INTERVIEWS BY
COMMERCE GERMANY



Ann Wilson

Senior Vice President for Government Affairs, Motor and Equipment Manufacturers Association (MEMA)

Ann Wilson acts as the chief lobbyist for motor vehicle suppliers and MEMA's four market segment associations including AASA, HDMA, MERA and OESA.

Wilson has represented various industry groups before Congress and state legislatures including the Louisiana Municipal Association, the American Trucking Associations, the American Moving and Storage Association, and worked six years as the chief lobbyist for the Rubber Manufacturers Association (RMA) representing the major US tire manufacturers.

Based on what you are hearing in Washington, DC, do you believe the Trump administration will impose tariffs on European autos and auto parts, or will both sides reach an agreement? Do you have any idea on the timing?

President Trump has until May 18 to make a decision about any need for the immediate implementation of tariffs on autos and parts imported into the US. It is hoped that the President will not impose the tariffs or, at a minimum, provide the parties with an opportunity for further negotiation.

Good relationships between nations result in benefits for both sides. Which aspects of transatlantic relations do you find particularly important?

Motor-vehicle suppliers and their customers depend on a global supply chain to manufacture parts and components for new vehicles and to service and repair the vehicles on the road worldwide. It is critical that open supply chains be maintained for manufacturers to prosper and grow. This in turn allows for greater employment opportunities for our citizens and provides the public with a wide array of transportation choices.

Which topics play an important role in your discussions with German or transatlantic business representatives?

In addition to our push for global supply chains, MEMA advocates for a transparent and harmonized regulatory system focused on the development and deployment of technologies for the next generation of vehicles.

How important are German or European business relations for your members?

The US and Europe enjoy a long-term relationship that has provided regulatory and economic certainty for both parties. All manufacturers must continue to educate our federal and local officials on the importance of our industry for the economic viability of both of our nations.

In your opinion, what can we do to further strengthen and foster German and European investment in the US?

The industry must continue to push for an open, global chain with a regulatory system in both Germany and Europe that is transparent and forward-leaning. This will allow the US to retain its current opportunities to manufacture cutting edge technologies domestically. Furthermore, Germany and the US must continue to push for strong IP protection worldwide.

MEMA is the trade association for motor vehicle and mobility suppliers and parts manufacturers and remanufacturers.

www.mema.org

Based on what you are hearing in NYC, do you believe the Trump administration will impose tariffs on European autos and auto parts, or will both sides reach an agreement? Do you have any idea on the timing?

We certainly hope an agreement can be reached. It's no secret that the Trump administration sees the threat of tariffs as an effective tool for a variety of purposes. Right now the main focus is on China. If an agreement with China is worked out, it remains to be seen in which direction the Trump administration will aim its tariff guns next. Right now we are waiting on a report regarding the administration's contention that foreign auto imports constitute a national security threat to the United States.

Good relationships between nations result in benefits for both sides. Which aspects of transatlantic relations do you find particularly important? Which aspects do you focus on?

A healthy transatlantic relationship is essential for cross-border trade and investment, and for overall peace and harmony. Our member companies do business all over the world, and in many cases have established integrated production and supply networks incorporating their US and European operations. Traditional trade concerns are

important, but nowadays, given these integrated supply chains, we believe that regulatory policies need to be more closely aligned. This is an area where we hope our governments can focus their attention.

With 2,300 members of all sizes and sectors, AmCham Germany sees itself as a bridge builder and an advocate for transatlantic and international dialogue. What message do you want to send to the members of AmCham Germany?

Fostering closer commercial ties between the US and Germany, and with the other countries of the European Union, is incredibly important for our mutual prosperity and to address our common global challenges, including the challenge of climate change.

We encourage AmCham Germany members to work with both governments to encourage openness, flexibility and mutual respect across the Atlantic, so that citizens of both countries can continue to reap the benefits of our longstanding alliance and look forward to closer relations in the future.

The USCIB is an industry group representing large American multinational companies.

www.uscib.org



Jonathan Huneke

Vice President for Communications and Public Affairs, United States Council for International Business (USCIB)

Huneke rejoined USCIB in 2000, having previously served as a program manager covering foreign investment and intellectual property matters, among other issues. In the intervening period, he was a US-based representative of the Canadian province of Quebec, acting as corporate liaison and public affairs manager during the period surrounding Quebec's 1995 sovereignty referendum.

Let's talk about free trade

AmCham Germany and US Embassy cohost US Congressional Business Luncheon at the Munich Security Conference.

AmCham Germany cohosted the official luncheon for the delegation of members of US Congress and the US administration at the Munich Security Conference in February 2019. In cooperation with the US Embassy, AmCham Germany brought together US lawmakers and business leaders of American and German companies to discuss current challenges in the transatlantic relationship. Attendees especially appreciated meeting Ivanka Trump, Special Adviser to the US President, "the gentle part of the US government,"

The event facilitated an open and confidential discussion between American politicians and companies in Germany

as journalist Gordon Repinski characterized her in the Berliner Zeitung afterward. Participants included Senator Lindsey Graham (R-SC), Representative Elissa Slotkin (D-MI) and Senator Richard Scott (R-FL), along with nearly 30 additional congressional members from both, the Democratic and the Republican parties. Business participants included CEOs Stefan Oschmann from

Merck and Marillyn Hewson from Lockheed Martin Corporation, Donatus Kaufmann, Member of the Management Board of thyssenkrupp, Bernd Eulitz, Member of the Management Board of Linde, and other c-level representatives from global players and *Mittelstand*.

Transatlantic relationship, vocational training and diversity

The approximately 60 participants discussed issues at the core of the transatlantic economic relationship, including tariffs, sanctions and the potential US-EU free trade agreement. Additional topics included workforce qualifications and enhancing diversity in business environments. Lunch attendees agreed that the US and Germany can learn from each other when it comes to addressing diversity in business and training workers for the future.



Top: Stefan Oschmann, CEO of Merck, and Ivanka Trump, Special Adviser to the US President.

Participants included Susanne Deissenberger, ThermoFisher; Eveline Metzen, AmCham Germany; Gabriele Hässig, Procter & Gamble; Marillyn Hewson, Lockheed Martin; Dr. Sylvia Rothblum, Warner Bros.; Ivanka Trump, US White House; Meghan Gregonis, US Consulate; and Francisca Schmidt, AmCham Germany.

we inform you about AmCham Germany's advocacy work. As the voice of transatlantic business, we're committed to having an open ear for our members and conveying their interests to relevant political leaders, think tank members and other stakeholders in Germany, Europe and the US. Strong transatlantic ties are the guiding principle of our policy committees, which are an important pillar of the Chamber's portfolio.



Bringing business and politics together to discuss today's challenges in the transatlantic relationship.

A side event with central significance

The luncheon took place during the Munich Security Conference as an official side event. Frank Sportolari, President of AmCham Germany, stressed that the event would facilitate an open and confidential discussion between American politicians and companies in Germany.

Issues at the core of the transatlantic economic relationship were discussed

It became clear at the luncheon that the US and Germany share many concerns and that these can best be resolved together.

AmCham Germany views the participation of the high-ranking and large US delegation, comprised of members from both parties, as a clear commitment to transatlantic relations. The company representatives, ranging from medium-sized businesses to global corporations, used the opportunity to point out obstacles to economic relations and to discuss how to improve working together in the future.



Top: Ivanka Trump with John D. Harris II, Vice President of Business Development for Raytheon Company and CEO of Raytheon International, Inc.



Bottom: Time for constructive exchange: Meghan Gregonis US Consul General in Munich with Frank Sportolari, President of AmCham Germany.

Discussions with Ministers Altmaier, Klöckner and Braun: 2019 starts with Top Level Meetings



It's not just name-dropping when we announce that we are talking with high-level politicians — it's also part of our daily work. During the first few months of 2019, we had fruitful discussions with Julia Klöckner, Federal Minister of Food and Agriculture; Peter Altmaier, Federal Minister for Economic Affairs and Energy; and Dr. Helge Braun, Federal Minister for Special Tasks and Head of the Federal Chancellery.



Julia Klöckner talking with Frank Sportolari, President of AmCham Germany.

We kicked off our high-level discussions at the beginning of February by meeting with Julia Klöckner, the Federal Minister of Food and Agriculture. Top issues were the transatlantic partnership — especially trade — but we also focused on the digitalization of agriculture. During the meeting, it became clear there was a desire to intensify contact with individuals at the political level in the US — and that AmCham Germany was the right partner to facilitate these contacts.

Industrial strategy: Theory and practice meet

Later in February, we met with Peter Altmaier, Federal Minister for Economic Affairs and Energy. Our delegation of Board Members spoke with Altmaier mainly about industrial and trade policy and digitalization. While the topics of tariffs, energy supply and a digital tax were also discussed, the main subject of the evening was the National Industrial Strategy 2030 (*Nationale Industriestrategie 2030*) issued by Altmaier and his ministry only a few days earlier.

Our Board Members welcomed the idea of promoting key technologies and know-how in Germany, and at the same time highlighted the crucial role US companies play in this regard. The bottom line was this: While it's important for politicians to establish the right framework, they shouldn't set out to steer the economy. All the companies at the table offered their support in working with

Digitalization, transatlantic trade and the Nationale Industriestrategie 2030: topics on which AmCham Germany continues to foster dialogue. Pictured here are Han Steutel, Bristol-Myers Squibb; Dr. Helen Winter, German Chancellery; Dr. Helge Braun, Federal Minister for Special Tasks and Head of the Federal Chancellery; Dr. Klaus-Peter Gushurst, PricewaterhouseCoopers; and Eveline Metzen, AmCham Germany.



A successful evening at the Federal Ministry for Economic Affairs and Energy (from left to right): Peter Albiez, Pfizer; Eveline Metzen and Frank Sportolari, AmCham Germany; Florian Barsch, ExxonMobil; Dr. Wolfgang Dierker, GE Deutschland; Ralf Brinkmann, Dow Deutschland; Gabriele Hässig, Procter & Gamble; Peter Altmaier, Federal Minister for Economic Affairs and Energy; Christiane Grün, 3M; Donatus Kaufmann, thyssenkrupp; Sabine Bendiek, Microsoft; Han Steutel, Bristol-Myers Squibb; and Alwin Mahler, Google.



the Minister to enhance Germany's competitiveness and innovativeness.

In terms of the transatlantic (economic) relationship, Altmaier pointed out that the US was once again the most important export market for Germany in 2018 and the most important destination country for direct investments by German companies — and it will be again this year, too. In a press release issued by the Ministry on the occasion of our meeting, the Minister underscored the high value he and his Ministry places on AmCham Germany as a partner: "The member companies of AmCham [Germany] are exemplary for their transatlantic commitment. This personal discussion with business specialists, which is taking place for the first time in this form and touches on all current topics, is particularly important to me for our further strategic orientation." (quoted from the Federal Ministry for Economic Affairs and Energy press release, published Feb. 25, 2019). We consider this statement a signal that our policy work has been successful and viewed as an important source of information.

Cooperation, not confrontation, make our goals achievable

Altmaier's National Industrial Strategy 2030 has served as a basis for lively discussions among AmCham Germany policy committee members. There has been created a taskforce devoted exclusively to this important topic in

March, and we talked to AmCham Germany President Frank Sportolari about the industrial strategy in more detail — see page 28/29 of *commerce germany*.

Two days after the meeting with Altmaier, a 17-member delegation of AmCham Germany Board Members attended a meeting at the Chancellery with Dr. Helge Braun, Federal Minister for Special Tasks and Head of the Federal Chancellery. The meeting's agenda was extensive, but the underlying question was clear: What can business and political leaders do to improve transatlantic trade relations and reach a trade agreement? The discussion centered around topics such as tariffs, trade conflicts and open markets. But we also addressed issues like digitalization and the National Industrial Strategy 2030. As always, we at AmCham Germany made it clear that we are interested in cooperation at all levels and that protectionism and unilateral action have no place in a globalized world — an assessment that Braun also shared.

Diverse expertise and broad membership base are our strength

With its diverse expertise and broad membership base, AmCham Germany is making a significant, constructive contribution to strengthening transatlantic ties — a contribution evident in all the top-level discussions we've held so far this year. We look forward to continuing to foster a lively exchange between the political and business communities.

An industrial strategy for Germany: transatlantic partnership is key

INTERVIEW WITH FRANK SPORTOLARI,
PRESIDENT OF AMCHAM GERMANY

Minister Peter Altmaier recently presented the National Industrial Strategy 2030 — a paper that sparked many discussions, including at AmCham Germany.

At the beginning of February Minister Altmaier revealed his National Industrial Strategy 2030. What were your initial thoughts on it?

In the postwar era, Germany has developed a robust industrial economy without an articulated industrial strategy. The world's best vocational education system produces a highly skilled workforce. We have good universities and world-class R&D. Germany is fortunate to have a central location in Europe with good ports. There is an excellent, albeit aging, physical infrastructure and a stable political environment. And we have something uniquely German that has been a key part of the success story: The many family companies throughout the country — the famous *Mittelstand*. An industrial policy should leverage those strengths.

Do you see these strengths in Minister Altmaier's strategy?

The very word "national" causes me some concern. Germany has been successful because its companies dedicated themselves to serving global markets very early on. Europe trades to a large degree within its own borders, with the US being the most important overseas market.

The best thing that could be done to help German companies continue to flourish would be to work on strengthening the single market within the EU and negotiating a trade agreement with the US.

Selecting individual sectors to promote or creating national champions should not be priorities. German companies have shown very clearly they can compete and succeed when competition is fair.

Do you see any specific areas that need more attention?

I already mentioned the physical infrastructure — quite simply, we have to invest more in that. Believe me, as CEO of a transportation company I see every day the impact of our failure to have maintained and furthered our roads, bridges, rail-ways and even airports.

For the future, it's essential we ramp up investments in our digital infrastructure. We have fallen behind in this key area and are among the least

digitally equipped countries in Europe. To enable our small and medium-sized companies — the backbone of the economy — to remain competitive, fiber-optic cable needs to reach every address in the country. The 5G auctions should not exclusively focus on raising money; they should also ensure an operator will be chosen that will provide the best possible coverage and service.

The national industrial strategy is not yet finalized. Which perspectives need to be considered during the consultation process?

First, it's essential that the *Mittelstand* is included. These are the companies that really have built Germany's reputation for quality, innovation and excellence throughout the world.

Second, Minister Altmaier needs to consider a broad range of opinions before finalizing his plans. When it comes to the transatlantic piece, we are the best source of expertise and I hope the Minister seriously considers our positions as outlined in our recent position paper. The transatlantic relationship should be one of the guideposts of any economic policy decisions made in Germany.

A group of policy committee members developed a position paper which points out central measures that should be included in an industrial strategy for Germany. We talked to Frank Sportolari at the end of April, shortly before the position paper was handed over to Minister Altmaier at the beginning of May.

The position paper can be downloaded from AmCham Germany's website www.amcham.de

IHRE BRÜCKE IN DIE USA

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Political voices from Germany

> What are the most important prerequisites for smart cities to become truly smart?



“ A truly intelligent city stays cool and is not overwhelmed by the smart city discussions. Each community has to clarify its goals and needs independently because cities are not built from castles in the air, but from the commitment and creativity of the people who live there. Smart cities draw on values – not on technology. Certainly the technological advances of digitalization present opportunities and a means for a better future. But smart cities are also committed to ensuring no one will be left behind and to working together in the creation of living spaces. ”

Elvan Korkmaz, SPD
Member of the German Parliament
Member of the Committees on Transport & Digital Infrastructure and Digital Agenda
Rapporteur for the topic of “Smart Cities”



“ The approach to bring digital technologies into people’s daily lives goes beyond cities: To connect both smart cities and smart rural areas, we are investing in broadband and mobile networks as the backbone for all applications. Cities and counties are actively developing innovative projects, including smart energy grids, connected public transit, automated driving, local supply chains, education, public health and online access to administrative services. This is also an answer to changing demographics. The federal government actively supports this transformative process with initiatives that complement available funding from various sources such as the EU. ”

Ulrich Lange, CDU/CSU
Member of the German Parliament
Vice-Chairperson of the CDU/CSU Parliamentary Group in the Bundestag and Spokesperson for construction and transportation issues and digital infrastructure

Photo credit: SPD-Parlamentsvorstand/Susie Knoll; Irma Wagner

3 Questions for Ralf Brinkmann

President of Dow Germany, Austria, Switzerland, Central Europe and Greater Russia

Ralf Brinkmann is the President of Dow Germany, Austria, Switzerland, Central Europe and Greater Russia.

Prior to this position, he served as President of Dow’s global building and construction business. Brinkmann is currently Vice President of the AmCham Germany Executive Committee and a member of the Executive Committee of the German Chemical Industry Association VCI.

Photo credit: Dow

1 In your opinion, what makes Germany such an attractive investment location for US companies?

It depends on the industry. In general, Germany has been the most stable economy in Europe and the region’s anchor for growth. The country is home to several global players with a strong focus on manufacturing. The unemployment rate is very low, which drives wealth and purchasing power. The country has a well-established infrastructure, although it needs to increase investments in this sector. And not to forget: You can still find the right people to build the skilled workforce of tomorrow, mainly due to the proven German vocational training system. Overall, my rating for Germany remains rather positive although challenges like an affordable and stable energy supply also need to be mentioned.

2 What opportunities and challenges does the transatlantic relationship currently face?

The US, Europe and Germany in particular have had a prospering relationship for more than six decades and must not forget about the mutual benefits of this relationship. On the basis of common economic and human values, the transatlantic relationship brought advantages to both sides – and these were not limited to imports and exports. Furthermore, the EU as a system today is, after all, a success story that supports growing prosperity and a thriving economy. This is still an opportunity for US companies as well. Current political dissonances within the EU and in the transatlantic relationship should not endanger our prosperity. I still strongly believe that in the long term we will maintain the close partnership between Europe and the US as it forms a basis for peace, security and economic growth.

3 What is your favorite place in the US or Germany and why?



Both countries are incredibly versatile. I like feeling the pulse of vibrant cities. I like New York, but also Frankfurt – or as we say “MAINhattan;” it’s such a vibrant place and has a lot to offer. Large universities in the proximity and global companies attract young people from all over the world, which is reflected in the strong beat of the city. I can warmly recommend visiting one of the restaurants with a beautiful view of the river Main to enjoy a good glass of wine from the nearby wine-growing area Rheingau.

Welcome new members

FROM DECEMBER 2018 TO APRIL 2019

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Patrick Thomas
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KPMG is committed to the crucial mission of AmCham Germany to strengthen and deepen the transatlantic business relationship. A key goal of our Country Practice USA is to foster and strengthen relationships between the leaders of US companies doing business in Germany. This shared goal is the driving force behind our broad support for and partnership with AmCham Germany.



Warren Marine
Partner, Head of Country Practice USA
KPMG AG Wirtschaftsprüfungsgesellschaft
www.kpmg.de



Henning Busch
Managing Director
Capital Group
www.capitalgroup.com

As one of the biggest asset management firms in the world and with seven European offices, Capital Group, headquartered in Los Angeles, is very committed to the transatlantic dialogue. We are looking forward to joining AmCham Germany's exceptional network to show our commitment to the German market and to foster the transatlantic relationship.

Imprint

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We advocate. Direct access to government representatives on both sides of the Atlantic.

We connect. Numerous events and platforms to expand your network and discuss transatlantic business.

We support. The expert advice and know-how you need to do business in Germany and the US.

We inform. Current information on emerging developments in the transatlantic marketplace.

Growing our network – both in Germany and the US

As the leading transatlantic business association in Germany, we pride ourselves not only on our cross-sectoral makeup but also on our network of political stakeholders at the state and federal levels – both in Germany and the US. In addition to the high-level meetings we’ve had with US and German government representatives this year (many of which we’ve reported on in the previous pages), we headed to the US twice this spring in order to deepen our footprint there. Our goal: to maintain existing ties, to forge new ones and to get a feel for current business sentiment on the ground. Our destinations: Washington, DC, and New York City.

During our trips, we not only talked transatlantic business with political leaders at the US Department of Commerce, the Office of the United States Trade Representative (USTR) and the White House – we also engaged with leaders from banks, business associations and think tanks and the media, thereby setting the foundation for future cooperation and discourse. After all, no matter how often we say it, we take our role as a bridge builder seriously. That’s just one reason why we’ll continue to



strengthen our footprint in the US throughout the year and also relay input from our members to stakeholders on both sides of the Atlantic.

Looking ahead, it’s not just political meetings we have planned. As the year continues to develop, we look forward to fostering new initiatives – such as peer-to-peer best practice exchanges for *Mittelstand* – and building on the success of previous ones, such as our NextGen Program. We’ll also be taking a closer look at a wide range of topics – from Minister Altmaier’s industrial policy and the EU elections, to the nexus between security and economy and innovation in healthcare (e.g., in our next edition of *commerce germany*). As always, we look forward to doing all of that for and with you, our members!

Best regards,

Eveline Y. Metzen
General Manager of AmCham Germany

In our next issue

- Healthcare and Life Sciences
- 116th Annual Membership Meeting 2019 in Hamburg
- NextGen conference
- TOP 50 US companies in Germany

For more information

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CLOSING DATE FOR ADVERTISING

August 8, 2019

Upcoming event highlights AmCham Germany

MAY

17	23	23	29
116th Annual Membership Meeting EMPORIO Hamburg HAMBURG	Business Luncheon Dr. Constanze Stelzenmüller Robert Bosch Senior Fellow, Brookings Institution, Center on US and Europe, Washington DÜSSELDORF	Business After Hours Joachim Drees CEO, MAN SE/MAN Truck & Bus SE MUNICH	Forum Prof. Barry Eichengreen Professor of Economics and Professor of Political Science at the University of California, Berkeley HEIDELBERG



Dr. Constanze Stelzenmüller

JUNE

03	19	24	05	11
Business Luncheon Rainer Wieland Vice-President of the European Parliament STUTT GART	Business Luncheon Hendrik Wüst Minister for Transport of the State of North Rhine–Westphalia DÜSSELDORF	AmCham Germany Berlin Lounge Mariam Naficy Founder & CEO, Minted.com BERLIN	Independence Day Celebration KRONBERG IM TAUNUS	Business Luncheon Bernhard Mattes President of the Association of the Automotive Industry (VDA) DRESDEN

JULY

JULY

25	29	02	03
Expert Briefing Linklaters LLP Topic: Managing Cross-Border Investigations MUNICH	International Business Barbecue DRESDEN	Expert Briefing Pricewaterhouse-Coopers Topic: International Tax Highlights FRANKFURT AM MAIN	Summer Barbecue MEERBUSCH



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