



Notes of Friendship: The 27th Transatlantic Partnership Award

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- ▶ **Bavaria:** Tradition and Innovation
- ▶ **New Year's Receptions:** Ringing in 2014

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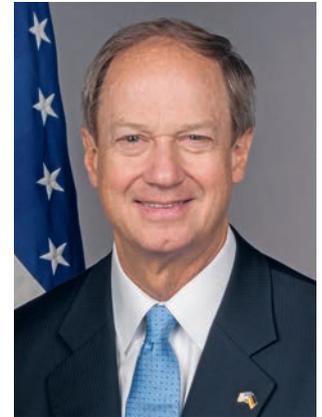
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Connecting Freedom, Innovation and Safety in the Cyberspace Debate



John B. Emerson
US Ambassador to Germany

Cyberspace underpins almost every facet of modern society. It has already transformed both the global marketplace and the international security landscape. Around the world, billions of people depend on the financial, energy, transportation and public-safety systems that are supported by network technologies. Millions of people also go online for everyday forms of social interaction and to access the new kinds of global conversations that are basic to freedom of expression and inquiry in the 21st century. The essential philosophy of those who created the Internet was to allow anyone to communicate with anyone else, anywhere in the world, at any time.

We find ourselves, however, in a truly transformational period. The same technology that provides new opportunities also makes new threats possible. In the wake of NSA-related disclosures, debates regarding issues of intelligence gathering, data privacy and cybersecurity are ongoing. Regardless of one's views on the optimal balance between security needs and privacy rights, the fact remains that we face major challenges in the realm of cybersecurity – challenges that go right to the core of our globally connected society. The reach of our global digital infrastructure has broadened, but our approach to cybersecurity has failed to keep pace with new cyberrisks, which in turn pose serious economic and national security challenges.

Industry and government share responsibility for ensuring the security and reliability of cyberspace

This is an area where a truly multistakeholder approach is necessary. The private sector designs, builds, owns and operates most of the networks that support government and private users alike. Industry and government therefore share responsibility for ensuring the security and reliability of this infrastructure and the transactions that take place within it.

The US-Germany Cyber Bilateral Meeting held in the summer of 2013 reinforced our long-standing alliance on these issues by highlighting our collaboration on common approaches to Internet governance, Internet freedom, international security, the protection of critical infrastructure and capacity-building in developing countries. Both Germany and the US are also participating in similar discussions being held by multilateral organizations, including the UN, NATO and the Organization for Economic Cooperation and Development. NGOs are also considering the potential impact of various approaches to cybersecurity policy. These dialogues are central to preserving the cyberspace we know as well as to jointly creating the future we seek. We cannot foresee what the next great innovation will be, especially in the realm of digital technology and cyberspace, but we are committed to realizing a world in which it can take shape and flourish.

On the part of the United States, there is absolutely no disconnect when it comes to encouraging innovation and sparking the creativity and imagination of our people. As President Barack Obama has said, "The Internet will not usher in a new era of international cooperation. That work is up to us, its beneficiaries. Together, we can work together to build a future for cyberspace that is open, interoperable, secure, and reliable. This is the future we seek, and we invite all nations and peoples to join us in that effort."

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Choosing a reasonably secure password is one thing. Protecting the digital data of millions of customers is another. Even the strongest investments in cybersecurity are worthless if your technologies or strategies become outdated, which can happen from one day to the next. If you'd like to see how other companies deal with these challenges, the new *Global State of Information Security® Survey 2014* is an excellent read!

> www.pwc.com/gx/en/consulting-services/information-security-survey



THANK YOU TO OUR EVENT PARTNERS

AmCham Germany would like to take this opportunity to thank the generous partners of the 2013 Thanksgiving events and 2014 New Year's Receptions. Your support contributes to the mission of AmCham Germany and significantly enhances the events we host. Thank you!

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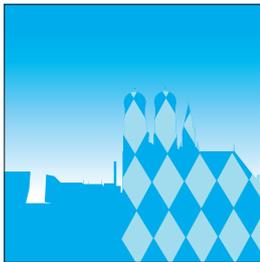
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www.amcham.de/events/event-partnership



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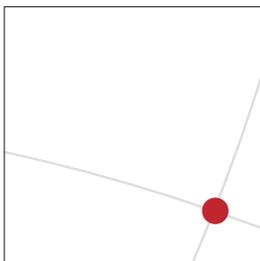
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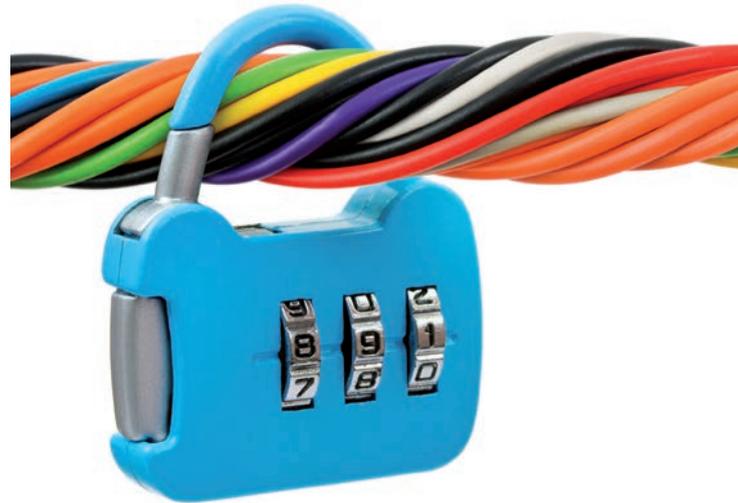
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UNDER LOCK AND KEY

Computer networks and the Internet have revolutionized commerce and communication. The new opportunities they provided aren't all being put to benign uses, however. AmCham Germany member companies discuss cybersecurity risks, whether stemming from malicious hackers or snooping government agencies.



Dealing with the Unavoidable

Simply ignoring cyberattacks is not a viable option for companies. Luckily, a fairly simple approach can help businesses avoid, detect and remedy digital security breaches.

Cyberattacks can happen to any company at anytime. Even so, most businesses are not adequately equipped to handle such a situation – assuming they even detect the cyberattack in the first place. A set of guiding principles and a structured approach to security can help companies avoid worst-case scenarios, which is why Deloitte has defined its cybersecurity program around the three golden principles: prepare, aware and respond.

Be prepared

It sounds a bit obvious but its importance cannot be overstated: Without proper preparation, existing security measures are rendered useless. If that happens, a company has essentially lost the battle before it has even begun. Security technologies must be kept up to date and system configurations regularly reviewed and patched according to the recommendations of vendors. IT departments need to implement strong automated processes to insure an adequate level of security and avoid the kind of potential errors that often arise with manual system management.

The lion's share of the work rests in the setup and maintenance of security-management pro-

cesses. One would think that most incident processes and reporting chains are designed to handle worst-case scenarios. However, security tests paint a much different picture: In simulated cyberattacks that target top management, there are almost always eye-opening results. Only then do many executives and top managers fully realize how such attacks might harm their business operations and where their companies lack proper response processes.

Be aware

Most cyberattacks have been going on for weeks before the attackers are detected. By this time, critical information or intellectual property could have already been compromised. It is essential that companies monitor network traffic, track critical application access, investigate uncommon information flow and identify patterns of unauthorized system or information access. This should not result in an employee surveillance system but rather in an information-protection program. The implementation of such programs



In simulated cyberattacks, there are always eye-opening results

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has always been a source of debate in Europe, and for good reason. However, companies and workers' councils must find some way to come to agreement. There is simply too much at stake.

Be ready to respond

If a company has been hit by a cyberattack, it is important to halt the attack and minimize the impact. Afterward, companies should trace and identify what exactly the attackers were after and what they managed to accomplish. Together with law enforcement agencies and forensic experts, measures can be introduced to fill in any security loopholes. And the lessons learned from the entire episode feed back into the pillars of preparation and awareness. ■

- ▶▶ The importance of preparation
- ▶▶ Cloud computing controversy
- ▶▶ Cybersecurity as a public good



Cloud Computing after PRISM

Allegations of digital snooping by the National Security Agency could lead to big changes.

Will European companies have to stop using US-based cloud services all together?

Driven primarily by the innovations of US suppliers, cloud computing has developed into a central factor in the IT strategy of countless companies. This has allowed US giants such as Amazon, Microsoft and Google to become market leaders in Europe as well, turning cloud computing into one of the most promising growth sectors in the transatlantic economic partnership.

Mistrust and skepticism

But this could soon come to an end. Recent revelations about NSA surveillance activities have upset not only Europe's citizens and politicians but its business community as well. European companies worry that they will violate data-protection laws if they store employees' or customers' personal data on the servers of US cloud-service providers. This is a direct threat to their business models.

In fact, Europeans had considered US data-protection laws inadequate long before reports about PRISM and the NSA became public. Nevertheless, European companies were (and still are) permitted to transfer personal data to US partners who agree to adhere to an

adequate level of data protection, either contractually or through their participation in the Safe Harbor program. European data-protection officials, however, often view the effectiveness of these voluntary commitments with skepticism,



Europeans had long considered US data-protection laws inadequate

Dr. Christian Hamann
Counsel
Gleiss Lutz
www.gleisslutz.com

largely due to the fact that the Patriot Act grants US security agencies very broad rights to access data that is stored with US companies.

The breaking point

The NSA affair could now prove to be the straw that breaks the camel's back. In response to the scandal, German data-protection authorities announced last summer that they would not approve any further transfers of data to the US

on a contractual basis and that they would campaign for a suspension of the Safe Harbor Framework. Although this does not have any direct legal consequences, since the EU is essentially responsible for making its own decisions in this area, there is still reason for concern. In Brussels as well, the chorus of voices urging the EU Commission to terminate the Safe Harbor Framework and thereby cap the transatlantic flow of data is growing ever louder.

Should this framework be terminated, it would cause immense harm to the economies of Europe and the US and would stifle growth in the increasingly important cloud computing industry. It is therefore of the utmost importance that reason prevail and that all involved parties find a solution that takes US security needs and European data-protection concerns into account in equal measure. ■



In the Internet of Things, Security Must Be Seen as a Public Good

This past January, refrigerators, TVs and multimedia centers connected to the Internet were reportedly turned into a malicious botnet – a network of computers that carry out automated functions without their owners' knowledge or consent. The botnet was used to send some 750,000 spam and phishing mails.

The threat of cyberattacks is well established. Reports of industrial spying by private companies and the surveillance of mobile devices by public authorities are published every day. According to a survey by Kaspersky Labs, a leading IT-security provider, 91% of corporations worldwide claim they were a victim of a cyberattack in 2013. As the household appliance botnet proves, however, a new generation of data-security threats is also on the rise.

Things will get worse ...

As the Internet of Things expands, risks multiply exponentially. Up to this point, large corporations have been the focus of attention when it comes to cyberattacks. But as the Internet of Things expands, enterprises large and small will develop additional cracks in their armor, and these will be vulnerable to cyberthreats as well. The excitement over new technologies like smart household appliances or connected cars will be dampened by the reality that every one of these devices is vulnerable to attack. And the situation will only

worsen as innovations surrounding cloud and mobile technologies outpace cybersecurity developments.

Individuals, companies and organizations are beginning to see cybersecurity as a public good, just as they do police forces or national defense. After all, cybersecurity is just another way societies protect themselves and keep citizens safe. However, recent events have proven that governments cannot always be trusted to provide or ensure sufficient protection.

... before they get better

Though many companies are investigating innovative cybersecurity solutions, most fail to develop strategic approaches that are current and that protect their shareholders' interests.

In other words, a lot more must be done. Individual companies, as well as the IT industry as a whole, must invest in R&D and new collaborations if they hope to find creative ways to combat

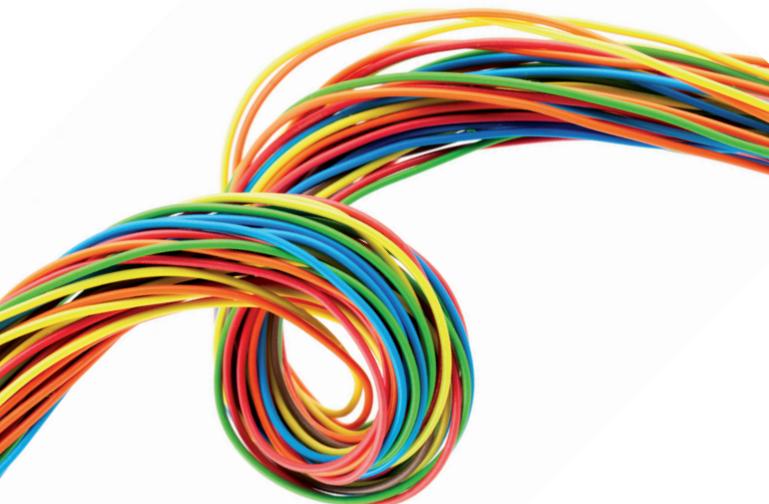


As the Internet of Things expands, risks multiply exponentially

Franz-Josef Schuermann
Country Head, Germany
Infosys
www.infosys.com

cybercrime on a global scale. Infosys, for instance, recently reached a deal with a cyber-security research lab at a leading university in the UK as well as with the Northern Irish government's business-development agency to establish a research, education and commercialization model for developing cybersecurity solutions.

Management boards are responsible for protecting their companies, employees and customers on a much larger scale than before and above and beyond the bare minimum required by the laws of the countries in which they operate. The time to act is now. ■



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TIM Committee Hosts 'Access Your Global Network' Event

Berlin, Jan. 30. The Telecommunications, Internet and Media (TIM) Committee kicked off its Access Your Global Network series with a meeting focused on the European Commission's EU Single Market Program and the challenges confronting an expansion of the telecommunication infrastructure in Germany. After introductions by TIM Committee Chair Dr. Gunnar Bender and Co-Chair Dr. Nikolaus Lindner, President of the Bundesnetzagentur **Jochen Homann** delivered a keynote speech presenting his views on the status of German broadband technology. This was followed by a panel discussion with Member of the European Parliament Petra Kammervert (Progressive Alliance of Socialists and Democrats), Member of the German Parliament Thomas Jarzombek (CDU) and Anthony Whelan from the European Commission.

On the same day, the TIM Committee also released its new position paper on TTIP.

Pictured above following the event are (from left) Lindner, Homann and Bender.

- ▶ For more information about the TIM Committee, please contact Sven Harraß, Specialist, Government Relations
T +49 30 288789-24
E sharrass@amcham.de
W www.amcham.de/public-affairs/telecommunications-internet-and-media.html

CR Committee Discusses Growth, Quality of Life with Kolbe, MdB

Berlin, Nov. 29. The Corporate Responsibility (CR) Committee convened at Opel's Berlin office for a meeting with **Daniela Kolbe**, MdB and chairperson of the German Parliament's study commission Growth, Wellbeing and Quality of Life – Paths to Sustainable Economic Activity and Social Progress in the Social Market Economy. Kolbe discussed the commission's work with CR Committee participants and presented the conclusions and key recommendations of the commission's final report.

- ▶ For more information about the CR Committee, please visit www.amcham.de/public-affairs/cr.html



AmCham Germany Welcomes New Bundestag Members

Berlin, Nov. 26. AmCham Germany hosted a Parliamentary Breakfast at the Deutsche Parlamentarische Gesellschaft to welcome new members of the German Bundestag. After introductory remarks from AmCham Germany General Manager Andreas Povel, the chairs of AmCham Germany's various policy committees presented their key positions and recommendations. In particular, these focused on TTIP; environmental and energy issues; developments in the telecommunications, Internet and media sectors; tax regulations; and corporate responsibility. The breakfast concluded with a highly stimulating and fruitful discussion. Pictured above is Povel (standing) outlining the Chamber's top priorities for 2014 to new Bundestag members.



Presentation and Q&A with Daniel Gallagher

Frankfurt/M, Dec. 9. Commissioner **Daniel Gallagher** of the US Securities and Exchange Commission (SEC) met with members of AmCham Germany at a Financial Services Forum held at UBS Deutschland. Gallagher was accompanied by Paul Atkins, a former SEC Commissioner, as well as Joe Levinson, SEC Counsel, and Michael Pedroni, US Treasury Senior Representative for Europe. Following opening remarks from AmCham Germany General Manager Andreas Povel, Gallagher provided an overview of current SEC regulatory and enforcement initiatives. Among the topics discussed were the Volcker rule, the recent \$13 billion JPMorgan settlement with the US Department of Justice and the 2010 Dodd-Frank Act to reform Wall Street.

At AmCham Germany Thanksgiving events, Chamber members and friends came together to reflect on the year's bounties while celebrating the season with food, music, camaraderie and networking opportunities.



TURKEY DAY IN MAINHATTEN ▲

Frankfurt/M, Nov. 28. Traditional American cuisine is always a major highlight of the Rhein-Main Regional Committee's annual Thanksgiving event in Frankfurt/M. Pictured here with several young revelers and Rhein-Main Regional Committee Chair Dr. Mark C. Hilgard (center), US Consul General Kevin C. Milas cuts the turkey.



BRIDGES ACROSS CULTURES ▲

Hannover, Nov. 28. Before the first Thanksgiving could be celebrated in 1621, the Pilgrims had to cross an ocean and build a bridge across cultures. As keynote speaker **Edelgard Bulmahn**, MdB (SPD) and Member of the Board of Atlantik-Brücke e.V., told the audience at this celebration in Hannover, the hard but important work of transatlantic bridge building continues. Pictured here is Bulmahn (left) receiving flowers from Prof. Ulrich von Jeinsen, Lower Saxony Regional Committee Chair.



TALKING TURKEY ABOUT THE INTERNET

Hamburg, Nov. 26. The rise of smartphones and tablet computers is the first phase of a new technology revolution that will eventuate in an Internet of Things. This was the chief takeaway of Telefónica Deutschland Holding AG CEO **René Schuster's** speech on the new digital landscape. Guest of honor at the event was new US Consul General Nancy Lynn Corbett. Pictured here is Schuster (left) with Dr. Henning C. Schneider, Northern Germany Regional Committee Chair. ▼



GOOSE ON THE SPREE ▲

Berlin, Dec. 5. AmCham Germany members gathered for a delightful goose dinner in the German capital, where US Ambassador to Germany **John B. Emerson** gave a rousing speech on the importance of a strong transatlantic partnership. The occasion was doubly special, since it was Emerson's first AmCham Germany Goose Dinner in his new role as ambassador. Pictured here is Emerson making a humorous point to the audience.



TWO CONTINENTS, ONE HOLIDAY ▲

Düsseldorf, Nov. 28. US Consul General **Stephen A. Hubler**, as the guest of honor and keynote speaker at this Thanksgiving event, reminded attendees of the European roots of the otherwise quintessentially American holiday. The evening was capped off by delicious food and a musical performance. Pictured here is Hubler addressing the crowd.



Verizon: Helping Companies Embrace Technology with Confidence

Security threats never sleep. Verizon's managed-security services work around the clock to protect customers' data.

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Whether they're running simulations in the cloud, managing a fleet of vehicles with M2M (machine-to-machine) technology or giving employees smartphones and tablets to improve collaboration, businesses are powered by information.

Maintaining security for all that technology – and the valuable business data it carries – is critical. But doing this effectively is not easy, as security threats are constantly changing. And the consequences of intellectual property theft and digital vandalism can be enormous for companies – both in terms of compliance and loss of customer trust.

Staying informed is the key

As one of the most trusted and respected voices in the data-security community worldwide,

Verizon can help companies stay ahead of the threats. Verizon's extensive network assets and other external sources analyze more than 7.5 billion events, 600 million incidents and 3.5 million investigations annually.

Our Data Breach Investigations Report (DBIR) uses a truly unparalleled dataset to reveal what threats companies really face and what actions they can take to protect their businesses. And our Payment Card Industry Report (PCIR) draws on hundreds of PCI data security standard (DSS) assessments to pinpoint how companies can simplify their compliance initiatives and avoid the most common pitfalls.

The 2014 versions of both reports will be released soon. To receive early access to the report along with other resources, register as an insider today at www.verizonenterprise.com/DBIR/

A global leader

Our global reach, innovative solutions and commitment to security and reliability make us a technology leader and a true strategic partner. That's why thousands of organizations, including

almost all DAX 30 and Fortune 500 companies, trust us to help them communicate with confidence – in Germany, in the US and wherever business takes them. ■



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► ABOUT THE COMPANY

Verizon is a global company headquartered in the US. With a long-standing presence in Germany, including data centers in Frankfurt/M, Hamburg and Düsseldorf, the company runs an executive briefing center in Dortmund that is also home to its European network and security operations. Verizon's solutions cover wireless and wired connectivity, cloud and hosting as well as a broad portfolio of security services.



Beyond Oil and Gas: Growth and Diversification in Abu Dhabi

▽ *Why is Abu Dhabi an interesting location for US investors?*

▲ The US and United Arab Emirates (UAE) share one of the fastest-growing trade relationships in the world, and US companies in Abu Dhabi support this booming market for American businesses. Though oil and gas remain the area's key economic sector, the Abu Dhabi government has been diversifying its economic and industrial base to extend beyond oil and gas sales. The growing diversification of the UAE economy – fueled largely by Abu Dhabi's increased spending on infrastructure and real estate development – as well as the leading role the country plays as a modernizing influence in the Arab world make the UAE an increasingly attractive location for US investors.

▽ *What are some key facts about the economic partnership between the US and Abu Dhabi?*

▲ US exports to the UAE now exceed those of any other country in the Middle East, Africa or Asia. Currently, more than 1,000 US companies operate in Abu Dhabi, including subsidiaries, distribution hubs, licensees, affiliations and partnerships.

▽ *How is the Abu Dhabi economy faring with respect to the global economic crisis?*

▲ The Emirate of Abu Dhabi has effectively addressed the challenges arising from the global economic downturn by promoting economic diversification across many sectors. US exports to the UAE have continued to increase in recent years despite the global economic crisis. In 2013, the US and UAE shared a record \$26.9 billion in trade. Transportation equipment, in particular aviation equipment, was the top US export to the UAE, accounting for 38% of the total US exports to the Emirates last year. Other infrastructure

development projects throughout the UAE, especially the countrywide railway project, also generate billions of dollars in US exports.

▽ *How does AmCham Abu Dhabi support its members?*

▲ Since its founding in 1996, AmCham Abu Dhabi has served its members by providing a platform to pursue and discuss common business interests. Monthly activities include topical industry roundtable discussions, keynote breakfast and luncheon briefings from local and global leaders, UAE and US government officials, and other strategic partners of interest to our members. We hold annual community events, including our Fourth of July Independence Day Celebration as well as our Annual Excellence Award and Charity Gala, the proceeds of which are donated to local charities and organizations. ■

▶ ABOUT AMCHAM ABU DHABI

AmCham Abu Dhabi's mission is to promote commerce, investment and goodwill between the US, its membership, the Emirate of Abu Dhabi and the UAE. AmCham Abu Dhabi is an independent, nonprofit association comprised of Fortune 500 corporations, SMEs, prominent business leaders and entrepreneurs, providing a platform for executives to pursue and discuss issues impacting business operations between the US and UAE. Substantive government advocacy programs, educational and networking opportunities and customized business services are just a few of the many benefits AmCham Abu Dhabi offers its members.



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top-level meeting

AmCham Germany Delegation Meets with Tiefensee, MdB

Berlin, Jan. 22. High-ranking representatives from German and US companies met with **Wolfgang Tiefensee**, MdB (SPD) and spokesperson for the German Parliament's Committee on Economic Affairs and Energy. Attendees discussed current issues stemming from economic and energy policies at the start of the new legislative term. The meeting was led by AmCham Germany Government Relations Committee Co-Chairs Dr. Wolfgang Dierker and Gerrit Riemer. Pictured here are (from left) Dierker, Tiefensee, Riemer and Andreas Povel, AmCham Germany General Manager.





New York Philharmonic principal conductor Alan Gilbert (left) and Berliner Philharmoniker principal conductor Sir Simon Rattle

On Jan. 28 in Berlin, AmCham Germany presented conductors Sir Simon Rattle and Alan Gilbert, of the Berlin Philharmoniker and the New York Philharmonic respectively, with the 27th Transatlantic Partnership Award.

"Through the universal language of music, they help build bridges and bring continents together." With these words of praise for the world-renowned Berliner Philharmoniker and New York Philharmonic orchestras, AmCham Germany President Bernhard Mattes provided a drop of balm for the strained relations between the US and its European partners, using this year's Transatlantic Partnership Award to emphasize the notes of harmony that still exist. "By paying tribute to both orchestras, we are sending a clear message of transatlantic friendship to the international community," Mattes said. Presenting the award at this time not only symbolizes the potential of music to bring people together, but also sets the tone to further support TTIP.

Encounters through art

In his opening speech, German President Joachim Gauck acknowledged the outstanding achievements of the two orchestras, calling them irreplaceable artistic beacons of their homelands. "The New York Philharmonic and

the Berliner Philharmoniker have secured special places in the hearts of both countries' cultures," he said. "This type of encounter – through art, through music – this is an important part of our partnership."

Attendees at the event didn't have to take the venerable head of state's word for it either. During musical interludes, members of the brass and string sections of the Berliner Philharmoniker played well-known American classics, crossing genres and generations to play compositions just as effortlessly as they were able to cross the Atlantic in their choice of musical themes.

'All the links we can get'

There was a certain historical gravitas in the air during the award ceremony that magnified the musical notes and encomia. The past weighs heavy in Berlin – particularly in the city's Jewish Museum, where the evening's event took place. In his laudation of the awardees, Federal Minister of Finance Dr. Wolfgang Schäuble noted the role that both orchestras have played in expressions of national mourning. "In music, there is an incompa-

rable solace," he observed. Schäuble then made a request of the musicians whose hard work and exceptional skills were being honored: "Bring people together," he said, "in joy as in mourning."

Alan Gilbert, principal conductor of the New York Philharmonic, knows very well the kind of role music can play in moments of national tragedy. Accepting the award on behalf of his orchestra, Gilbert recalled the weeks and months following the September 11th attacks in New York, as visiting orchestras were canceling flights due to safety concerns. In a sign of solidarity with the grieving city and nation, the Berliner Philharmoniker braved all the risks. "The fact that the orchestra took a stand and opened the season had a resonance far greater than the notes that sounded in Carnegie Hall," Gilbert recounted.

Berliner Philharmoniker principal conductor Sir Simon Rattle drew his own acceptance speech to a close by expressing his hope for continued solidarity between the transatlantic partners and acknowledging the Transatlantic Partnership Award as a step in the right direction. "In such a strange time of polarization and suspicion, we need all the links we can get," he said. ▶

Contrabass players from the Berliner Philharmoniker provided musical entertainment.



“ For me, the Berliner Philharmoniker and the New York Philharmonic embody the transatlantic friendship par excellence. It is a terrific idea to recognize both orchestras with such a renowned award. I am delighted that we can support the transatlantic spirit together with AmCham Germany.”



Joachim Koschnicke, Vice President, Government Relations & Public Policy
Adam Opel AG (Event Partner)

“ We would like to congratulate both orchestras on this award. Deutsche Bank is proud to be able to work together with both orchestras [...]. Since 1989 we have had a close partnership with the Berliner Philharmoniker. It is important to us to be able to make brilliant musical experiences accessible to a wide audience.”

Prof. Clemens Börsig, Chairman of the Executive Board,
Deutsche Bank Foundation (Premium Partner)



Deutsche Bank



AmCham
Germany President
Bernhard Mattes

“ Vibrant cultural ties are as strong a foundation for the transatlantic partnership as trade. I would like to congratulate the Berliner Philharmoniker and the New York Philharmonic on their outstanding work in this field.”

Rudolf Siegers, CEO,
Siemens Deutschland
(Event Partner)



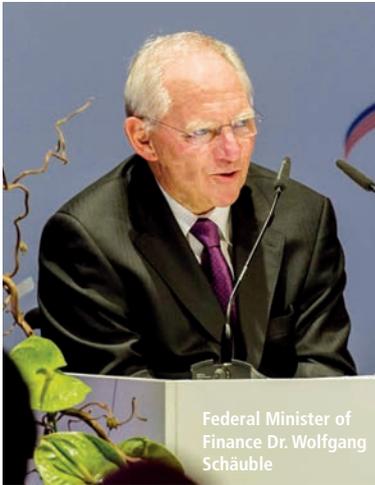
From left: Bernhard Mattes, Martin Hoffmann, Frank Riemensperger, Alan Gilbert, German President Joachim Gauck, Sir Simon Rattle and Matthew VanBesien



AmCham Germany President Bernhard Mattes (left) and Karl Braun of KPMG



From left: Andreas Povel, Bernhard Mattes, Iris Berben, Martin Hoffmann and Cornelia Povel



Federal Minister of Finance Dr. Wolfgang Schäuble



Prof. Clemens Börsig, Chairman of the Board of Directors, Deutsche Bank Foundation



“ Supporting German-American cultural exchange is an issue close to my heart. Both award recipients are very involved in society and youth affairs, thereby investing in our future.”

Karl Braun, Head of Corporates and Markets, KPMG (Event Partner)

“ I would like to express my heartfelt congratulations to this year’s award recipients. The degree of excellence and professionalism attained by the Berliner Philharmoniker and New York Philharmonic orchestras is truly impressive, as is their social engagement. They are both shining examples of how the transatlantic friendship works!”



Dr. Andreas Penk, Chairman of the Board of Management, Pfizer Germany (Event Supporter)



Members of the Berliner Philharmoniker’s brass section also took the stage to play for attendees.



Berliner Philharmoniker principal conductor Sir Simon Rattle



From left: Matthew VanBesien, Martin Hoffmann, Bernhard Mattes, Rudolf Siegers, Alan Gilbert, Frank Riemensperger, Sir Simon Rattle, Dr. Clemens Börsig, Karl Braun, Dr. Andreas Penk and Andreas Povel



From left: Andreas Povel, Frank Sportolari and Joachim Koschnicke

Bavaria: Tradition and Innovation

▶▶ **Dr. Wolfgang Hübschle**, Executive Director of Invest in Bavaria, joins AmCham Germany Bavaria Regional Committee Co-Chair **Christian von Sydow** and Northern Bavaria Regional Committee Co-Chair **Andreas Kiefer** in discussing the economic strengths of the Free State.

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

▲ **Hübschle:** Bavaria has a very diversified economy. Its particular strengths are in new materials and mechanical engineering as well as the automotive, aerospace and biotechnology sectors. We have strong cluster organizations that provide an excellent network for all these industries. And, of course, Invest in Bavaria provides services to help companies tap into the local economic infrastructure.

▲ **Kiefer:** Situated in the middle of Europe, with short distances to other dynamic business regions, northern Bavaria is particularly well known for its medical and automotive industries. Growth in the service sector has been another important development in the region.

▲ **von Sydow:** When speaking of the state's economic fortes, we can't forget the media and finance sectors.

▽ *What makes Bavaria an attractive business location?*

▲ **Kiefer:** Bavaria is home to numerous prestigious universities, giving the region robust and skilled human resources. Rapid economic growth and the above-average income level of its resi-

dents both contribute to making the state attractive for businesses as well.

▲ **von Sydow:** Bavaria has a great international airport to complement its overall high-quality infrastructure. The political climate in Bavaria is very stable and the state is business friendly. In terms of work-life balance, the region is a gateway to amazing recreational areas, including the Alps, Austria and Italy.

▲ **Hübschle:** The level of talent in the region is truly second to none. The German dual training system is especially successful in Bavaria, where many SMEs take part in educating the work force.

▽ *What does Bavaria's strong base of SMEs mean for potential new investors in the region?*

▲ **Hübschle:** It offers a far wider range of business and market opportunities, as demand for products and services is not dominated by just a few key players.

▲ **Kiefer:** New investors in Bavaria have a variety of options. They will find both good opportunities to invest in established SMEs and a supportive environment for starting up a new company. Bavaria is a leading location in Germany for startups.

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

▲ **Kiefer:** Northern Bavaria is home to numerous hidden champions and research organizations like the Fraunhofer Institute, which develops new technologies. Investors should also know about the region's many trade fairs. For instance, the world's most famous toy fair is situated in Nuremberg.

▲ **Hübschle:** With digitization fundamentally changing the structure of an increasing number of industries, Bavaria provides an ideal testing ground for the transition to digitized industries. There are significant opportunities here for businesses able to capitalize on this trend.

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

▲ **von Sydow:** AmCham Germany is a great way to meet potential business partners and get right into the heart of the region's economic life.

▲ **Hübschle:** With its many partners and members, the Chamber in Bavaria provides the initial contacts, services, information and networking opportunities US investors are looking for.

▲ **Kiefer:** Our AmCham Germany network in Bavaria creates contacts for companies so they can integrate themselves into the regional economy. We also provide contacts to government agencies and the Bavarian Chambers of Commerce, which support new investors in terms of legal and commercial needs. ■

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



▽ *What aspect of transatlantic relations works best?*

▲ It wouldn't really be fair to only mention one aspect of transatlantic relations. There are many reasons why the economic relationship between the EU and the US is so strong and successful.

▽ *What changes to the transatlantic relationship are necessary?*

▲ With respect to the recent controversy surrounding data privacy, it would be desirable for members of the political and business communities to reach a shared understanding on the topic.

▽ *What was the last book you read?*

▲ I read the biography of Steve Jobs. The book was very interesting and provided lots of great insight into the stories behind the stories. He really lived an amazing life.

▽ *What is your favorite German or American food or dish?*

▲ That's obvious – a Big Mac! It's the first thing people think of when they think about American food.

▽ *Who, living or dead, do you admire most?*

▲ To this day, I remain impressed by the creative power of Richard Branson. Mark Allen's tenacity is also inspiring: In the late 1980s, after trying six times, he became the Ironman World Champion in Hawaii. He then went on to win the Ironman World Championship six more times.

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

▲ I really like the Gulf Coast of Florida. I also feel connected to Munich: I like the city's proximity to the Alps and Italy, plus it is a beautiful city brimming with countless possibilities.



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▶ **ABOUT THE COMPANY**

The first McDonald's restaurant in Germany, located on Martin-Luther-Str. in Munich, opened its doors on Dec. 4, 1971. Today, McDonald's is the leading restaurateur in the country, with its around 1,460 restaurants. More than 80% of the company's restaurants are franchises operated by independent businesspeople.



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Jan. 31. From left: Prof. Heribert Heckschen, Saxony Regional Committee Chair; Prof. Wolfgang Donsbach, Communication Studies Chair at TU Dresden; Teta M. Moehs, Consul and Acting Principal Officer of the US Consulate General in Leipzig; Andreas Povel, AmCham Germany General Manager; Hans-Helmut Kloevekovn and Ralf Gretsche, Deutsche Bank AG; and Arell Buchta, eueos gmbh steuerberatungsgesellschaft rechtsanwalts-gesellschaft



Jan. 17. From left: David Knower and Frank Sportolari, members of the AmCham Germany Board of Directors; Dr. Alexander Schröder-Ferkes, North Rhine-Westphalia Regional Committee Chair; Dirk Elbers, Lord Mayor of Düsseldorf; and Stephen A. Hubler, US Consul General

The previous year was filled with both challenge and promise for the transatlantic relationship. As the controversy surrounding the National Security Agency grew, the cement sealing the US-German relationship began to show signs of strain. At the same time, significant strides were made in negotiations to realize the Transatlantic Trade and Investment Partnership. That was reason enough for AmCham Germany members to join together at New Year's events around Germany to renew transatlantic ties and hear prominent business and political leaders' predictions for 2014.



Jan. 27. From left: James D. Melville, Deputy Chief of Mission, US Embassy in Berlin; Christine Lieberknecht, Prime Minister of Thuringia; and Bernhard Mattes, AmCham Germany President



AmCham Germany President Bernhard Mattes welcomes guests.



Jan. 13. From left: Andreas Povel, AmCham Germany General Manager; John B. Emerson, US Ambassador to Germany; Kimberly Marteau Emerson; David Knower, member of the AmCham Germany Board of Directors; Nancy Corbett, US Consul General; Nicholas R. Teller, AmCham Germany Vice President; and Dr. Henning C. Schneider, Northern Germany Regional Committee Chair

US Ambassador to Germany John B. Emerson makes a point during his speech.



Hamburg



Jan. 21. From left: Christian von Sydow, Bavaria Regional Committee Co-Chair; William E. Moeller, US Consul General; Andreas Würtzberger, Bavaria Regional Committee Co-Chair; Dr. Beate Merk, Bavaria State Minister for European Affairs and Regional Relations; Dr. Andreas Dinger, The Boston Consulting Group; and Andreas Povel, AmCham Germany General Manager



Bavaria State Minister for European Affairs and Regional Relations
Dr. Beate Merk delivers opening remarks.

Munich



Jan. 24. From left: Dr. Mark C. Hilgard, Rhein-Main Regional Committee Chair; Bernhard Mattes, AmCham Germany President; Sina Mainitz, ZDF stock market reporter; and Andreas Povel, AmCham Germany General Manager

Frankfurt / M.



Jan. 8. From left: Prof. Gerhard Wegen, Baden-Württemberg Regional Committee Chair; Bernhard Mattes, AmCham Germany President; and Dr. Wolfgang Bernhard, Daimler AG



Dr. Wolfgang Bernhard from Daimler AG discusses US-German business relations.

Stuttgart



Jan. 22. From left: Prof. Ulrich von Jeinsen, Lower Saxony Regional Committee Chair; Olaf Lies, Lower Saxony Minister for Economics, Labor and Transport; Frank Fischer, Volkswagen Group of America; and Andreas Povel, AmCham Germany General Manager

Hannover



Jan. 23. From left: Markus M. Löttsch, Nuremberg Chamber of Commerce and Industry; Martin Thiermann, Northern Bavaria Regional Committee Co-Chair; Andreas Povel, AmCham Germany General Manager; Dr. Olaf Rathjen, Siemens; and Andreas Kiefer, Northern Bavaria Regional Committee Co-Chair

Nuremberg



AmCham Germany Says 'Goodbye' to Dierk Müller

After more than 20 years of outstanding service, **Dr. Dierk Müller** officially left his post as general manager of AmCham Germany on Dec. 31, 2013. At the AmCham Germany Board of Directors meeting in Berlin on Dec. 9, Müller (pictured right) was presented with the Silver Award, one of the highest honors bestowed by the Chamber. AmCham Germany President Bernhard Mattes (pictured left) thanked Müller for his long-standing dedication and praised the considerable success he achieved during his tenure.

Despite laying aside his official duties at the Chamber, Müller will remain active in the German-American economic relationship: His working life resumes as a partner at Herbold & Associates GmbH, Executive Search. Müller's successor as general manager is Andreas Povel, who jointly filled the role with Müller from October to December 2013.



Changes to AmCham Germany Policy Committees

Silke Steltmann (left), from IBM, joins Caroline Bitsch as co-chair of the Social & Labor Affairs Committee. In addition, **Dr. Clemens Doepgen** (right), from Ford-Werke GmbH, now serves alone as chair of the TTIP Committee.

New Staffer

Ines Ceylan joins AmCham Germany as Specialist, Communications and Government Relations, in the Frankfurt/M office. She is responsible for projects otherwise managed by Patricia Limburg, who is on parental leave. Ines studied in Italy, Turkey and Germany and holds a master's degree in Public Policy and Management. She can be reached at icesylan@amcham.de



amcham germany in the press



The trade routes of the future

[...] Despite the strong transatlantic partnership, there are still regulations that choke innovations and growth. These take the form of customs provisions or standards and compliance issues. These tolls will most likely impact innovative technologies [...] that are difficult to categorize as duty-free goods. Technical standards and norms, which are increasingly impacted by digitalization, are becoming more important and are affecting more and more people. The goal must be to make the standards more consumer friendly. We need a simple rule: It should be possible for a product that is tested, approved and sold in one country to be able to be offered in all other participating countries as

well. This would save immense amounts of time, money and resources, and it would provide companies with new opportunities for investment and innovation. SMEs would benefit as would customers who would gain access to particularly innovative IT devices more quickly and less expensively. [...]

(Translated from the original German editorial by Dieter Kempf, President of the Federal Association for Information Technology, Telecommunications and New Media, and Bernhard Mattes, AmCham Germany President, as it appeared in the Frankfurter Allgemeine Zeitung on Feb. 5, 2014)

Use the chance to strike a free-trade deal

[...] First things first, the question: Who profits from this agreement?

The answer is at once simple and sweeping: everyone. Europeans just as much as Americans. Manufacturing just as much as the service sector. Big companies just as much as SMEs. Employees as well as employers. Even countries that are not signatories will profit from the increase in global trade that will result. The economic dimensions of this agreement are immense. The transatlantic partners account for 10% of the global population and produce half of global GDP. The EU and the US generate almost one-third (30%) of global trade, 75% of worldwide finance-market transactions and more than 40% of global purchasing power. These numbers confirm the fact that transatlantic economic ties are



AmCham Germany Board of Directors Meeting in Berlin

Berlin, Nov. 29. At this meeting of the AmCham Germany Board of Directors, hosted by SAS Institute GmbH, **Wolf Lichtenstein**, CEO of the DACH Region at SAS Institute, gave a presentation on data and business analytics. Also on hand to deliver a speech and participate in a group discussion was **Dr. Michael Meister**, MdB (CDU) and acting chairperson of his party's parliamentary group. The results of the most recent German election were a major topic throughout the meeting. Pictured here is Lichtenstein (left) with AmCham Germany President Bernhard Mattes.

far and away the most extensive and strongest in the world. And this is true despite existing trade barriers. This means the potential for a transatlantic partnership in which trade takes place without tariff and nontariff barriers is enormous. [...]

(Translated from the original German editorial by Matthias Wissmann, President of the German Association of the Automotive Industry, and Bernhard Mattes, AmCham Germany President, as it appeared in the Frankfurter Allgemeine Zeitung on Nov. 14, 2014)

The bridge builder

[...] AmCham Germany, with its office near the historic stock-exchange building, is at the center of Frankfurt's business life. Long in tradition, the organization boasts 3,000 members that have all played their part

in building the economic relationship between the US and Germany. This year, AmCham Germany is experiencing a two-fold change: Before the arrival of its new general manager, the 22-year tenure of former AmCham Germany President Fred B. Irwin also ended. Irwin was succeeded by Bernhard Mattes, the head of Ford Germany, based in Cologne. It can be said of Povel that he not only builds bridges with America, but also solidifies the influence of Frankfurt/M in the upper echelons of AmCham Germany. [...] Povel is going energetically about his work, providing a fine example that even at the age of 60, people can still take on new tasks. "I can keep do-

AMCHAM GERMANY BUSINESS DEVELOPMENT THROUGH MAY 2014

BUSINESS AS USUAL ...

... is not easy these days. New laws, new regulations, new structures: The business world is always shifting. So you can keep pace with relevant changes, we offer events that are always up to date, featuring experts from AmCham Germany's corporate members – from the business world, for the business world.

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International Tax Highlights
hosted by PricewaterhouseCoopers AG

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Date: March 25 Location: Leipzig	Date: May 8 Location: Düsseldorf

► To register for one of these events or to book your own Expert Briefing or Forum, please contact:
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Business Development & Conferences
T +49 69 929104-51
E kmallach@amcham.de

ing this for some time," Povel says. It's easy to believe him.

(Translated from the original German article as it appeared in the Frankfurter Allgemeine Zeitung on Nov. 29, 2013)

NSA scandal casts shadow over free-trade agreement

[...] AmCham Germany President Bernhard Mattes warned against coupling the free-trade negotiations with the NSA scandal. "Political topics must not be allowed to obstruct long-term economic projects like TTIP," the head of Ford-Werke GmbH told the Handelsblatt. He also called on everyone to keep a cool head in the current discussion. [...]

(Translated from the original German article as it appeared in the Handelsblatt on Jan. 16, 2014)

A life lived for the transatlantic connection

[...] Thanks to the duo of [former General Manager] Dierk Müller and President Fred B. Irwin at the helm, AmCham Germany saw considerable growth: In 1993 it had 2,000 members, today it has 3,000. The voice of American business in Germany has grown louder, while at the same time the organization has increasingly gone to bat for German companies that want to do business in the US. This last cause is particularly important to Povel, Müller's successor. [...]

(Translated from the original German article as it appeared in the Frankfurter Allgemeine Zeitung on Feb. 5, 2014)



COMPARATIVE BANKING REGULATIONS

Dresden, Dec. 4. Financial and banking regulation is a complex and politically charged subject. To help provide clarity, **Wilhelm von Haller**, Head of Private and Commercial Banking at Deutsche Bank AG and speaker at this Business Luncheon event, delivered a nuanced and informative comparison of banking regulations in Germany, the US and the EU. Pictured here are (from left): Andreas Povel, AmCham Germany General Manager; Haller; and Prof. Heribert Heckschen, Saxony Regional Committee Chair.

INTERNATIONAL TAX ISSUES

Leipzig, Nov. 12. PricewaterhouseCoopers (PwC) experts explored the ins and outs of international tax liability at this Expert Briefing event. On the docket were the documentation of settlement prices, the calculation of intracompany service costs and the price-setting approach to determining settlement prices. Pictured here seated in front of attendees are speakers (from left): Andreas Dögel and Thomas Seidel, Finanzamt Chemnitz-Süd; Dr. Dorit Seiler, Senior Manager, and Birgit Thalhammer, Director, Corporate Tax Service, PwC Leipzig.



AMBASSADORIAL WELCOME

Munich, Nov. 7. US Ambassador to Germany **John B. Emerson** always has to keep the long-term interests of the transatlantic relationship in sight. At this Welcome Reception held in the Bavarian capital, he spoke about ways to ensure the strength of German-US bonds well into the

future. Pictured here are (from left): Fred B. Irwin, AmCham Germany Honorary President; Christian von Sydow, Bavaria Regional Committee Co-Chair; Kimberly Marteau Emerson; Emerson; and Burkhard Linke, AmCham Germany Bavaria Representative.

LOCAL CUSTOMER SERVICE

Erfurt, Nov. 5. Leading computer companies might operate around the globe, but they have to be ready to offer personalized customer service at the local level if they hope to maintain their reputations. **Sven Schooss**, Director of IBM Ser-

vice Desk Delivery Erfurt/Leipzig, and **Alexander May**, head of Call Management & Client Support Distributed Products for IBM Germany, talked about the successful delivery of such customer service at a Business After Hours event in Erfurt.



THE TRANSATLANTIC RELATIONSHIP

Frankfurt/M, Oct. 30. **Roland Koch**, Chairman of the Executive Board at Bilfinger SE, reminded attendees at this event that in times of particularly trying political and economic challenges, the transatlantic partnership becomes more impor-

tant than ever. Pictured here are (from left): David Knowler, member of the AmCham Germany Board of Directors; Dr. Lutz Raettig, AmCham Germany Vice President; Koch; and Dr. Mark C. Hilgard, Rhein-Main Regional Committee Chair.



STUTT GART'S THEATRICAL TRIFECTA

Stuttgart, Nov. 21. AmCham Germany members and friends got a triple shot of culture at this event as they toured the multi-use State Theatres Stuttgart. One building houses a stage for ballet, opera and theater that is at once elegant and functional. During the course of the tour, the theaters' managing director **Marc-Oliver Hendriks** spoke to attendees

about the economic impact of cultural institutions, which make cities like Stuttgart attractive places to live and work. Pictured here are (from left): Prof. Gerhard Wegen, Baden-Württemberg Regional Committee Chair; Hendriks; Christiane Welt, Steigenberger Hotel Graf Zeppelin; and Klaus Tornow, AmCham Germany Baden-Württemberg Representative.



THE FUTURE OF BANKING

Munich, Dec. 16. At this AmCham Germany Forum, **Dr. Lutz R. Raettig**, Chairman of the Supervisory Board of Morgan Stanley Bank AG and AmCham Germany Vice President, drew on his considerable experience in finance in order to discuss the future prospects of financial markets and the banking sector. Pictured here are (from left): Burkhard Linke, AmCham Germany Bavaria Representative; Raettig; and Christian von Sydow, Bavaria Regional Committee Co-Chair.



SWINGING TOWARD CHRISTMAS

Stuttgart, Dec. 13. The popular jazz act **BREIN'S CAFÉ** stopped by the BIX Jazzclub & Lounge to play an exclusive set for AmCham Germany members and friends. The music ranged from quirky interpretations of well-known

classical compositions all the way to swing and world music. Pictured here are (from left): Antoni Donchev on piano, Georg Breinschmid on the bass and Gerald Preinfalk on the soprano saxophone.



PWC EXPERTS ON TAXES

Düsseldorf, Nov. 21. PricewaterhouseCoopers experts addressed the interplay between enterprise resource planning systems and VAT compliance at this Expert Briefing. In her presentation, **Sounia Kombert**, pictured above (standing), paid particular attention to the risks posed by even small computing errors and the potential advantages of advanced data processing systems.

Germany's Manufacturing Sector Must Tackle Data-Security Risks

The manufacturing sector is of immense importance to Germany's economic strength, accounting for around one-fifth of the nation's GDP. Industrial production is expected to grow by a steady 4% in 2014, with export sales increasing at their fastest pace since mid-2011. However, a study by Iron Mountain and PricewaterhouseCoopers reveals a number of weaknesses in the sector's approach to managing information risks. If left unaddressed, these weaknesses could expose manufacturing firms across Germany to threats such as corporate espionage, cyberattacks and data breaches.

The recent espionage scandals are testament to the reality of these risks. Fortunately, they have helped spur the industry into increasing the level of vigilance. Many companies are now focused on building stronger defenses against external threats. Just pouring

money into IT safeguards, however, will not address the full problem.

Employees play an important role

Time and again, companies fail to address both the risks posed by employees and the need to protect paper-based information and digital data. Employees are not criminals, but they have their own way of working and often don't appreciate the potential risks their day-to-day routines entail. Manufacturing is a fiercely competitive research- and knowledge-based industry, making intellectual property a premium target for theft. But employees regularly print off confidential documents and leave them lying around on desks or simply throw them in the recycling bin.

Employees often don't appreciate the potential risks their day-to-day routines entail

Cybersecurity reconsidered

The aforementioned study looked at attitudes and practices related to information risks in midsized firms in a number of European countries. It found that manufacturing firms lag behind those in the legal, financial, insurance and pharmaceutical sectors when it comes to understanding and managing data-security risks. For example, European manufacturing firms were the least likely of all those surveyed to trust their employees with sensitive data, yet they were also the least likely to offer training in information risk or to communicate with employees about it. This last fact will clearly have to change if we hope to mitigate information risk in the manufacturing sector. ■



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Mobility and BYOD: The Underestimated Risks

At more and more companies, employees are using their personal mobile devices for work purposes. This trend – known as BYOD, or “bring your own device” – enables greater worker productivity, but it also puts companies at higher risk for cybersecurity breaches.

Security lags behind BYOD adoption

A recent Dimension Data study found that 79% of 1,622 global companies think BYOD contributes to higher worker productivity. Accordingly, companies tend to favor this practice: Most companies that participated in the survey report that their employees use personal mobile devices for work.

However, only about one-third of these companies actually conduct security checks of their software, test the compatibility of their software with their employees' mobile devices or bother to troubleshoot the attendant security issues. And many companies that would otherwise want to prevent a certain amount of access or simply take a pass on the entire BYOD trend lack the technical capabilities to keep their employees from accessing the company network on their mobile devices.

Balance is required

All of this indicates a general lack of awareness of the security issues caused

Only one-third of surveyed companies actually conduct security checks of their software

by the BYOD trend – even as the number of personal mobile devices used on company networks explodes. Mobility architecture must take into account numerous aspects of the day-to-day reality of running a business. Enhanced employee productivity is an indisputable benefit for any company, of course, but it is critical to realize that this enhanced productivity cannot be divorced from security regulations, risk assessments and operating costs.

In the final analysis, it is vital to establish a balance and to maximize the benefits of mobility for all concerned parties. ■



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What brought ZF Friedrichshafen, a leading drivetrain- and suspension-technology company, to AmCham Germany?

With sales amounting to about €3 billion (2013), North America is the most important foreign market for ZF after Europe. Since our driveline- and chassis-technology products are in high demand, we want to further expand our market position there. As a new AmCham Germany member, we want to get involved in the organization's network and benefit by sharing experiences and expertise.

Dr. Konstantin Sauer, Member of the Board of Management of ZF Friedrichshafen AG



What brought Shainin GmbH, a global consulting company, to AmCham Germany?

As a US-based global consulting company with a strong footprint in Germany and Europe, we are very interested in tapping into AmCham Germany's resources for information sharing and networking among international companies.

Richard Hell, President of Shainin

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Internship Program Celebrates Five-Year Mark

More than 100 college students and 45 AmCham Germany member companies have benefited from the US-German Internship Program over the past four years. The program gives young people the opportunity to develop a relationship with a top international company by completing a three-month internship and in the process expand their cultural horizons and German language skills. Every program intern returns to the US an ambassador of German-American friendship.

In cooperation with BridgehouseLaw in Atlanta, the Chamber will again organize internships in 2014 for a new group of 25 highly motivated students from the southeastern region of the US. Member companies can sup-

port the program, which will run from May 13 to Aug. 8, by hosting an intern or providing financial assistance.

The kickoff for the 2014 US-German Internship Program will take place on Feb. 25 in Atlanta, Georgia, as part of the Fifth Annual AmCham Business Day. The event is held in cooperation with BridgehouseLaw Atlanta.

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

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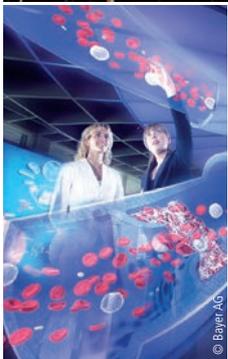
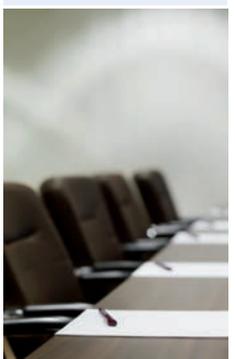
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<p>AmCham Germany 2014 event highlights</p> <p>Please see www.amcham.de for the latest updates</p> <p>Light blue background = events wholly or partially in English</p>	<p>March 11</p> <p>Expert Briefing: PwC</p> <p>Series: International Tax Highlights</p> <p>(More information on p. 21)</p> <p>Düsseldorf</p>		<p>March 13</p> <p>AmCham Forum</p> <p>Dr. Jörg Rockenhäuser Geschäftsführer Permira Beteiligungsberatung GmbH Topic: PE driving transformation and creating value</p> <p>Munich</p>		<p>March 18</p> <p>Business Luncheon</p> <p>Werner Matthias Dornscheidt CEO Messe Düsseldorf GmbH</p> <p>Düsseldorf</p>
<p>March 20</p> <p>Business Luncheon</p> <p>Dr. Peter Blauwhoff Vorsitzender der Geschäftsführung Deutsche Shell Holding GmbH</p> <p>Frankfurt/M</p>		<p>March 25</p> <p>Expert Briefing: PwC</p> <p>Series: International Tax Highlights Topic: Nothing Is Certain but Death and Taxes</p> <p>(More information on p. 21)</p> <p>Leipzig</p>	<p>April 3</p> <p>Expert Briefing: PwC</p> <p>Series: International Tax Highlights</p> <p>(More information on p. 21)</p> <p>Frankfurt/M</p>		<p>April 30</p> <p>Business Luncheon</p> <p>Dr. Marijn Dekkers Chairman of the Board of Management Bayer AG</p> <p>Düsseldorf</p>
<p>May 8</p> <p>Expert Briefing: PwC</p> <p>Series: International Tax Highlights</p> <p>(More information on p. 21)</p> <p>Düsseldorf</p>	<p>May 13</p> <p>AmCham Forum</p> <p>Prof. Wulf von Schimmelmann Chairman of the Supervisory Board Deutsche Post AG</p> <p>Munich</p>		<p>May 23-24</p> <p>111th Annual Membership Meeting</p> <p>All members invited to attend</p>  <p>Düsseldorf</p>		
<p>July 4</p> <p>Fourth of July Summer Barbecue</p> <p>Frankfurt/M</p>		<p>Sept. 10</p> <p>International Summer Business Barbecue</p> <p>Dresden</p>		<p>Sept. 16</p> <p>AmCham Forum</p> <p>Ingo Kramer Präsident Hauptgeschäftsführer BDA – Bundesvereinigung der Deutschen Arbeitgeberverbände</p> <p>Munich</p>	<p>Sept. 18</p> <p>Board of Directors Meeting (Board, Patron and Executive Members only)</p> <p>Location tba</p>
<p>Nov. 11-12</p> <p>Eighth Annual Transatlantic Business Conference</p>  <p>Frankfurt/M</p> 		<p>Nov. 27</p> <p>Thanksgiving Dinner</p> <p>Frankfurt/M</p>	<p>Dec. 4</p> <p>Board of Directors Meeting (Board, Patron and Executive Members only)</p> <p>Berlin</p>		



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