



Issue Four / December 2008
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Baden-Württemberg
Where ideas work.

Business Baden-Württemberg

CLUSTERS

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Universities and Companies

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Where Creativity and Business
Go Together

COOPERATIVE STATE UNIVERSITY

How to Combine Academic
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Puzzling Perspectives



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A Long-term View

No alternatives to innovative strength and export orientation

Parallels with past events in economic history are not in short supply these days. Unfortunately so. Now, as the year is drawing to a close, the negative superlative form used in an indefinite sense — “ever” — is prevailing. The dramatic stylistic device is omnipresent in the news, on the radio, on TV and in business magazines.

This issue of our magazine comes out in an environment which is quite difficult to evaluate. A recession is occurring. And it does affect the state's companies that are export-oriented and have so far been spoiled by success.

This copy offers neither retrospective views nor prognoses. We prefer to look at the economic substance of Baden-Württemberg. In our interview with Günter H. Oettinger, the Minister President cites two factors that, throughout the Baden-Württemberg success story, have played constant roles, factors that the state policy wants to preserve in future, too: the companies' innovative strength as well as their willingness to secure their future by moving towards foreign markets.

In order to do so it will take a management that has been educated and trained and is, hence, innovative and familiar with international, cross-cultural contexts. These aims are pursued by the new University of Cooperative Education as well by private schools.

Also industrial clusters keep coming up in our magazine. Cooperation between small companies, jointly used development resources and combined efforts to promote innovation — the cluster idea is, obviously, making progress. The federal state's initiative to create knowledge-based networks of companies in Baden-Württemberg is being received very well, both by regional supporters of the economy and by local companies showing commitment and a creative attitude.



Hans Gäng
Editor-in-Chief

Two regions have inspired us though to look back at their histories, and we are portraying them: Mannheim, one of the state's cradles of industry, promotes a structural change towards new business sectors. With indeed worldwide backing, the “Creative Class” is given a space, and a future. Upper Swabia, as the pictures taken by the photographer Rupert Leser demonstrate, used to be a region that was dominated by farming, up until a few decades ago. Today it is an economic region where a modern agriculture, an industry with a world market orientation along with tourism and a healthcare industry provide a sound and indeed healthy basis for prosperity. Taking a long-term view — which is what counts today — Upper Swabia is an equivalent for the economic success of the state. It is also intrinsically linked to the inventive genius and the diligence of the people in the region.

As well as to perseverance and optimism. These two qualities will surely be much in demand in the near future. We hope that the New Year will give them to you. For 2009 — and beyond — the editors wish you a prosperous and happy New Year.

Hans Gäng

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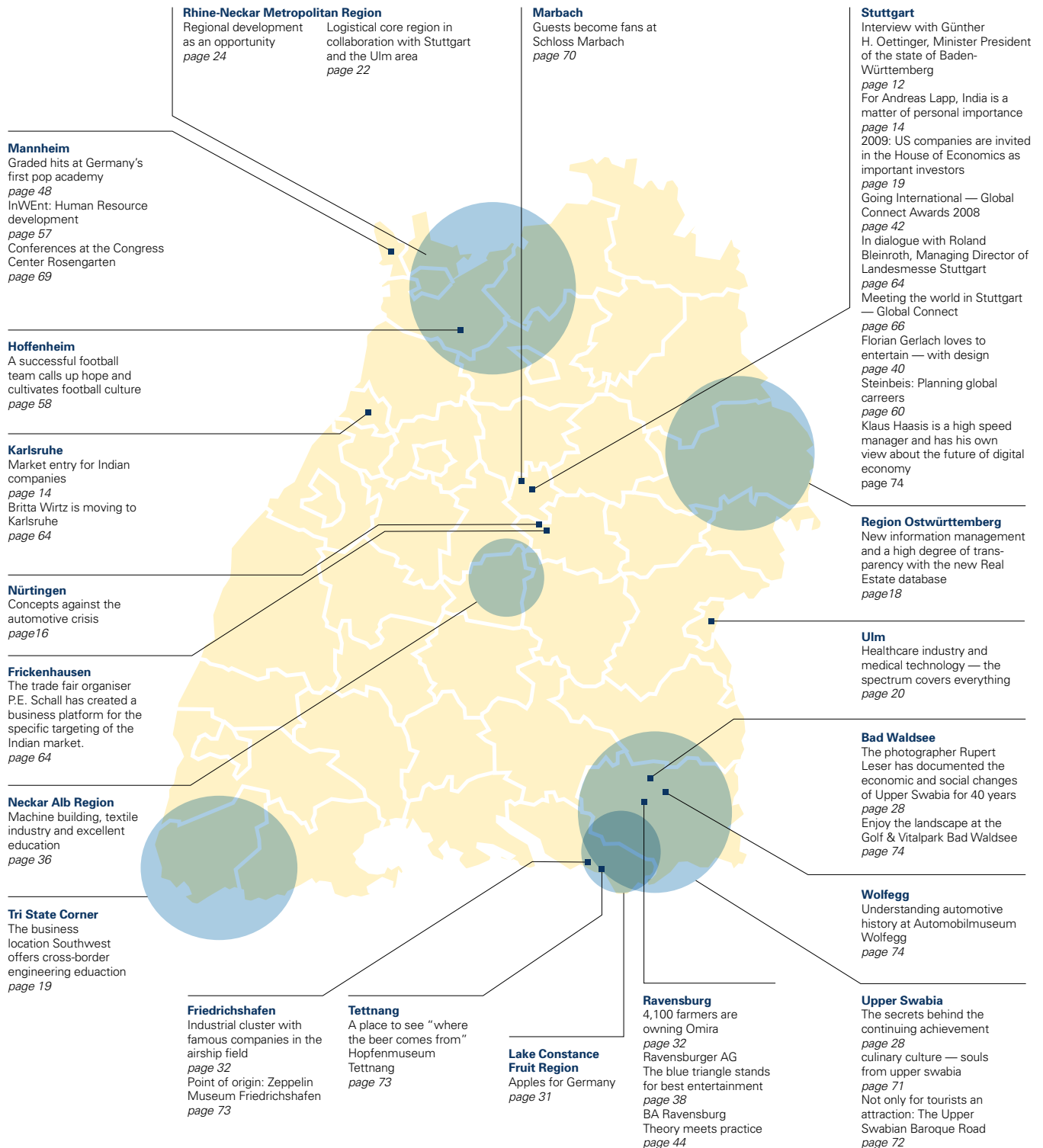
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Mini but Mighty

A region presents its diversity. Inspired by the beauty of the landscape and with a routine to puzzle, Upper Swabia sets course to a successful future.



World Champion

With 1,076,280 pieces, Ravensburg has gained an entry in the Guinness Book of Records for the "largest jigsaw puzzle in the world with the highest number of pieces".



New Perspectives

Trade fairs in Baden-Württemberg offer direct links to global players and markets.

PHOTOGRAPHY: *Achim Mende*



Number One State

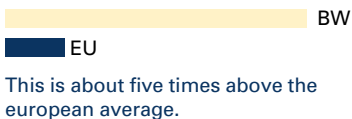
Facts and Figures about Baden-Württemberg



SCIENCE, RESEARCH AND DEVELOPMENT

- › Baden-Württemberg is at the unchallenged European forefront in research. Nowhere in Europe more money for innovations is spent by research and development departments
- › Expenses for research and development amount to 4.2% of the gross domestic product (BIP) — 1.6% from the vehicle manufacturing
- › Domestic applications for a patent 2007: 13,638 (28.5% in proportion to Germany)

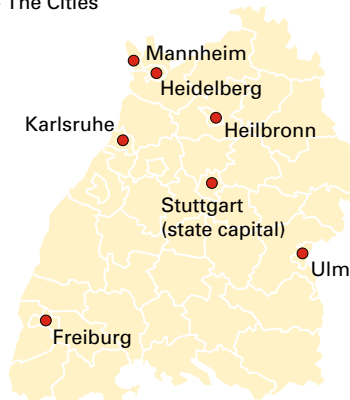
- › Out of one million inhabitants for about 500 patents an application is filed every year



AREA AND POPULATION

- › Baden-Württemberg is one of the 16 states of the Federal Republic of Germany and among the third largest in both — area and population — among the country's sixteen states
- › Area: 35,752 km²
Population: 10,755,000 (both almost equivalent to all of Belgium)
- › Population Density: 301/km²
- › Population in proportion to Germany: 13.1%

› The Cities



POLITICS AND ADMINISTRATION

- › Baden-Württemberg is governed by the CDU and FDP parties, represented by Minister President Günther H. Oettinger (CDU) and Minister for Economic Affairs Ernst Pfister (FDP)
- › Foundation on: 25 April 1952
- › Campaign sticker: "We can do everything except [speak] standard German."
- › Baden-Württemberg is divided into 35 districts (Landkreise) and nine independent cities (Stadtkreise). Both of them are grouped into the four administrative districts:
Freiburg
Karlsruhe
Stuttgart
Tübingen

- › Baden-Württemberg shares Lake Constance with Switzerland and the foothills of the Alps with Austria and Bavaria

ECONOMY

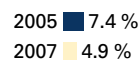
- › Baden-Württemberg is proud of supporting a number of well-known enterprises in the state, for example Daimler AG, Dr. Ing. h.c. F. Porsche, Robert Bosch GmbH (automobile industry), Carl Zeiss AG (optics), SAP AG (largest software enterprise in Europe)
- › A study carried out by Initiative for Social Market Economy (INSM) in 2007 declared Baden-Württemberg was the "economically most successful and most dynamic state" among the 16 states

- › Disposable private-household income (in million euros):



LABOUR MARKET

- › Baden-Württemberg is a state with a traditionally low unemployment rate:

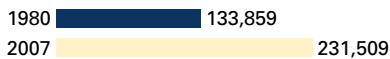


EDUCATION

- › Baden-Württemberg is home to some of Germany's oldest and prestigious universities

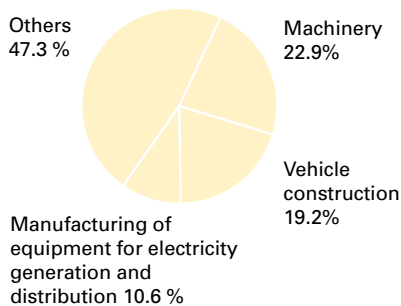
- › Three of six elite universities, out of the national Competition of Excellence, are located in Baden-Württemberg

Students in Baden-Württemberg:



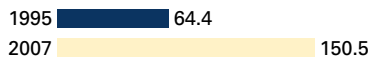
INDUSTRY

- › Industry: Export rate 2007: 49.3%
- › Industrial structure in 2007

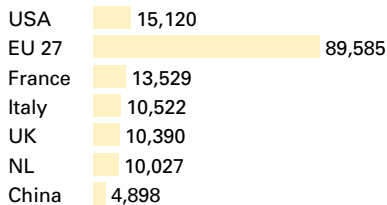


FOREIGN TRADE

- › Total exports (in billion euros):



- › Ultimate destinations for exports: (in 2007 in million euros)



DIRECT INVESTMENTS

- › In Baden-Württemberg from foreign countries 2007: 79.9 billion euros
- › In foreign countries from Baden-Württemberg 2007: 103.2 billion euros

LOGISTICS AND TRANSPORTATION

- › Baden-Württemberg possesses four airports. The international airport in Stuttgart is the sixth largest in Germany
- › Baden-Württemberg's railway system enfolds 3,400 km distance — equivalent to the diameter of the moon
- › Baden-Württemberg's rivers Rhine and Neckar are federal waterways. At their junction in Mannheim one of the most famous domestic ports in Europe is located

GASTRONOMY

★★★★★★★★★★★★★★★★★★★★
 ★★★★★★★★★★★★★★★★★★★★
 ★★★★★

Baden-Württemberg is a gourmet mecca: 53 of its restaurants have received one or several of the coveted Michelin stars — more than any other federal state



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Advantages in the Long Run

Minister President Günther H. Oettinger about economic perspectives

Quo vadis?

Baden-Württemberg relies on global markets. Will the the headwinds of the financial crisis and a recession throw Germany's export state #1 off course? No, says Minister President Oettinger.

INTERVIEW: *Hans Gäng*

Mr Oettinger, In many exporting industrial businesses the decrease in order backlog did not just begin with the financial crisis. Do you think that the export industry, which is dominated by medium-sized companies, needs some impetus from the government now?

This downward trend and the possible effects of the financial market crisis hit our economy in a relatively stable position. Many companies used the last three years, which were extraordinarily successful, to drive their international orientation forward, boost their equity capital base and increase their international competitiveness with innovations. Of course the German economy cannot permanently defy the negative effects of worldwide recession but even stronger economic headwinds will not immediately throw it off course. Again, this year will see Germany being able to defend their export world champion title against China; Baden-Württemberg with exported goods far in excess of 150 billion euros will have a significant share in this. Additionally the euro, which is far weaker now than

it had been during its summer high, will help improve our export trade's competitive position, as will the declining prices for raw materials.

As much as there is the danger of forcing the financial industry into accepting restrictions that are too tight due to the financial market crisis, there is a danger of protectionism for world trade. But this is not in the best interest of Germany and Baden-Württemberg. Protection tends to turn very quickly into obstacles, thus preventing win-win situations and global prosperity. Only functional markets manage to introduce the alignment required for changing basic conditions.

How can the automotive industry and their medium-sized suppliers strengthen their positions on the international markets? Can the emerging markets at least partly compensate for the possible losses to be suffered in core markets in America and Western Europe?

As Minister President I trust that the automotive industry will also be able to draw strength from its well-proven innovation power and our companies' market development strategies. On the other hand globalisation has — as is currently shown by the financial market crisis — not cleared away existing macroeconomic dependency and interlocking of the world's economic regions. A fall in demand in the USA, for example, has a significant effect on China as an exporting country and subsequently also on the volume of capital goods imports there. The lesson to be learned also for our industry is that a fall in demand in one part of the world cannot necessarily be made up

for in another. There is no doubt though that economies such as China, India, Brazil and Russia have an enormous deferred demand for cars and trucks and generally for infrastructure and equipment. The setting up of new production facilities, renewal of machinery and installations, up-to-date environmental and energy technology, improvement of traffic infrastructure and manufacture of high-quality vehicles are all domains of German and Baden-Württemberg industrial concerns which will very much benefit our economy in the medium and long run. Germany's image in the world and especially in Asia is outstanding and "Made in Germany" is regarded as a label of excellence again. These are positive requirements to sustain a period of slow economic activities.

How does the state government support medium-sized companies in developing markets such as India and Russia which are difficult due to their sheer size?

Throughout many years Baden-Württemberg in close cooperation with the state's trade associations has developed very successful instruments for developing foreign markets. One of them, for example, is Baden-Württemberg International GmbH (bw-i). The state's foreign trade organisation and its worldwide network organise and support a variety of measures designed to open domestic and international markets in order to facilitate market entry for medium-sized companies in particular. In many cases travel and events will have the political accompaniment of the Minister for Economic Affairs or a member of the

“Many companies used the last three years to boost their equity capital base and increase their competitiveness.”

Günther H. Oettinger, Minister President of the state of Baden-Württemberg

state government. This is especially helpful in countries where public and economic structures are tightly integrated with each other.

Another very effective means for supporting the market entry is offered by the German Centres which were actually invented in Baden-Württemberg. Six out of soon-to-be nine German Centres in the world are sponsored by institutions located in Baden-Württemberg. In one case (Jakarta) this is the L-Bank (Baden-Württemberg's state bank), in Singapore, Beijing, Mexico City, New Delhi (from 12/2008) and Moscow (from 2009) it is the LBBW (the state's central bank). The German Centres concentrate the power of German economic promotion by coordinating the project administrators, the central organisations of the German economy and the federal and state ministries. Under one roof they offer flexible office space at low rates, event and conference rooms and a variety of services provided by the Chambers of Commerce Abroad as well as extensive Business Centre Services. I myself travel abroad together with regional businessmen several times every year. The comprehensive and well-organised information programme which comprises company visits, meeting with local entrepreneurs and trade associations, matchmaking events and exhibition visits, communicates an impression of a particular market as well as provides numerous contacts to the visitors. Political talks draw additional attention to the visit and give us an opportunity to present Baden-Württemberg and its outstanding economy to important, complicated and far-away markets. ☼





© Lapp

The Bridge Builder

For Andreas Lapp, Honorary Consul of India and Chairman of the Board of Directors of Lapp Holding AG, India is a matter of personal importance.

Due to the recent terrorist attacks in Mumbai, the Baden-Württemberg delegation's journey to India had to be cancelled. Indo-German business relations continue to be a top priority.

Lapp India A tailor-made success story

Whilst in the 90's many European investors preferred China as a production location, the German Lapp Group, one of the world's leading manufacturers and suppliers of highly flexible cables, cables, cable accessories, industrial connectors, pre-assembled cables and communication technology, deliberately chose the Indian sub-continent.

In the past five years alone, Lapp India has grown annually by about 30 percent. Now it is celebrating its tenth anniversary. The cable machines in the production hall run day and night to satisfy orders from more than 2,000 domestic and foreign customers in India. Each year about 100,000 kilometres of ÖLFLEX® data and insulated single cores are produced, UNITRONIC® data cables and insulated single cores are produced – almost exclusively for the Indian market. In the financial year 2006/2007 sales were about 1500 million INR, and for the current financial year 2000 million INR is expected. Lapp India now employs about 200 employees. In addition to the central production site in Bangalore, six sales offices in Bangalore, Delhi, Kolkata, Mumbai, Pune and Chennai, 23 sales force offices and a very strong network of dealers ensure perfect distribution throughout the entire country.

To further extend trade relations between India and Baden-Württemberg, just two years ago the Indian Business Centre Stuttgart was founded at the Lapp Group premises in Stuttgart. By providing fully furnished offices, technical infrastructure and expert advice, the centre aims to make it easier for Indian companies to locate in Baden-Württemberg. The first medium-sized Indian enterprises have already located to Stuttgart. The Lapp Group is also the principal sponsor of the "Bollywood and Beyond" Indian film festival in Stuttgart. Last February, Honorary Consul Andreas Lapp held the wine festival "Stuttgart meets Mumbai" for the fifth time, in order to further extend the contacts between India and Stuttgart. ☼

"Bouncing Back Quickly"

Andreas Lapp still trusts in the Indian market

The malicious terrorist attacks in Mumbai shocked all of us. The assassins succeeded in their aim to show India to the whole world as an insecure and unsafe country. Their aim was to damage the Indian people and their economical development massively. After the attack of this nature, all the critics would say, that safety precaution were not taken to consideration. After 9/11 and this recent attack in Mumbai it seems that the whole world is insecure. The Indian government would now enforce more security

and safety precautions. To defeat the terrorist's intentions the whole world should now show solidarity with India. For me India is always a breathtaking and gorgeous country with great perspectives. The Lapp Group has over the years close relations with India and has a plant in Bangalore for more than ten years. There is a big demand for our products and I am positive that the Indian economy will bounce back quickly from this tragedy. I trust in the Indian market and its future. ☼

Indo-German Network Karlsruhe

Steinbeis- Europa-Zentrum

Entering the German market

The Economic Development Karlsruhe and Karlsruhe Exhibition and Congress GmbH have founded the "Indo-German-Network Karlsruhe". Indian and German companies can use this platform for information exchange. At the same time, it offers a gate to Karlsruhe's branch clusters and to the "CLOE – Clusters Linked over Europe" network, which operates on a global scale with 18 European partner regions and their local networks. ☼

Information

www.indo-german-network-karlsruhe.com

"European Business and Technology Centre" supports Europe-India cooperations

Steinbeis-Europa-Zentrum is partner of the "European Business and Technology Centre (EBTC)". Started in 2008, it supports the European private and research sector to enter the Indian market. EU companies can contact EBTC for informations and to get support for their India activities. 17 partners from ten European countries are offering their services. The EBTC cooperates with national service providers and bilateral Chambers of Commerce to ensure a complementarity of activities and thus an added value for European businesses. Steinbeis-Europa-Zentrum is involved in other

projects with India. This also includes a mentoring programme for women entrepreneurs, female scientists and women in business development, aiming at increasing the number of women participating in innovation and research programmes of the European Union. Similarly, the European project MediaTrans stimulates trans-national RTD co-operations between innovative SMEs from the media sector and research actors in Europe and India. ☼

Information

www.steinbeis-europa.de

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HOME OF GLOBAL MARKET LEADERS

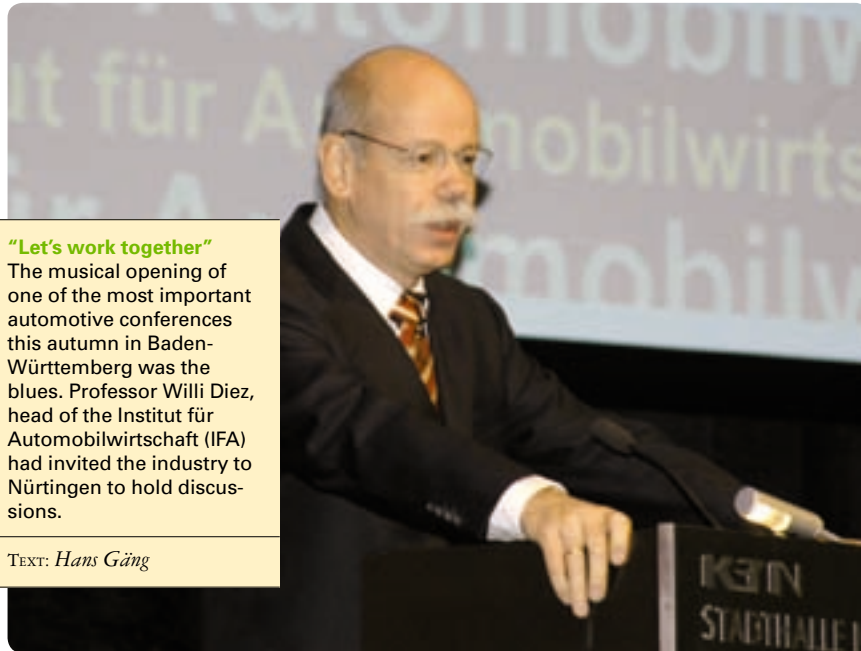
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"Let's work together"

The musical opening of one of the most important automotive conferences this autumn in Baden-Württemberg was the blues. Professor Willi Diez, head of the Institut für Automobilwirtschaft (IFA) had invited the industry to hold discussions.

TEXT: Hans Gäng

IFA

Dramatic Turn *Baden-Württemberg's automotive industry discusses the crisis and perspectives*

The 9th day of the automotive conference in Nürtingen summoned 500 company leaders. Also four weeks earlier on the 10th Suppliers Day in Stuttgart the perspectives in the currently difficult situation were part of the agenda. A full house in Stuttgart, record attendance in Nürtingen: the companies are looking for direction. When Daimler's CEO Dieter Zetsche stepped up to deliver his speech to car dealers from all over Germany the atmosphere was as tense as during the address of Matthias Wissmann, President of the German Association of the Automotive Industry (VDA).

Both speeches contained a common message: the sector will benefit from outstanding positioning within recent years despite the crisis. There is no alternative to the automotive industry's efforts with regard to productivity and environmental friendli-

ness. Dieter Zetsche reported that Daimler was thinking about selectively supporting trade and suppliers. Zetsche rejected speculations about public participation by the state government in Daimler AG: "We are not interested in being the Volkswagen of the future." Zetsche sees a lot of growth potential above all in the emerging countries. On a global scale the car sales figures in 2008 are declining for the first time in

Dieter Zetsche, CEO of Daimler AG, rejected speculations about public participation by the state government in Daimler AG: "We are not interested in being the Volkswagen of the future."

ten years. The CEO was still optimistic about future prospects due to "the resources of the automobile manufacturers which had been superior even before the crisis." Another decisive point is also how quickly the companies could develop alternative drive technologies. "In this respect innovative power is essential for survival," Zetsche said. In the long run the CEO saw a need for some radical rethinking: "We need to reinvent the car." The goal must be to have a zero-emission car that is entirely electric-powered. In order to move in this direction the Daimler AG will invest 14 billion euros in the next three years. The first small-batch production of fuel-cell cars is to start in 2010.

Carbon Dioxide Remains the Dominant Theme

Matthias Wissmann, who was confirmed in his position as president of the automotive association VDA, is very familiar with the automotive clusters in the country. By strengthening the capital basis the medium-sized industry is in a far better position today, said the former Federal Minister of Transportation who was born and raised in Ludwigsburg in Baden-Württemberg.

Wissmann predicted that even in the worst recession in many years climate protection would remain to be the "dominant theme". Also that in the emerging markets the introduction of European standards would soon be urged. Therefore it is important to reflect the potential for reducing carbon dioxide not only with regard to vehicle engines but in all areas. ☼

Information

auto.world, Germany's Automotive Supplier, Magazine of VDA www.localglobal.de/auto

NECKARSULM INVESTMENT AUDI INVESTING AT HOME

Audi AG is investing in Heilbronn-Frankonia region and its Neckarsulm plant by establishing a synchronous production system and opening a new toolmaking for an investment amount of 18 million euros. For the region often branded as "home of world market leaders" the new facilities are representing competitiveness despite of crisis. The toolmaking division of Audi founded in 1993 is heading for a top ranking worldwide. Audi is purchasing for 2,7 billion in the Heilbronn-Frankonia region annually.

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Innovative Region

R&D departments spending the most money in comparison to other regions.

Nowhere in Europe R&D departments are spending more money for innovations. An index published in November by the Baden-Württemberg statistics agency and the Stuttgarter Zeitung puts the state with an unchallenged index value of 69.7 in first place. Berlin (61.9) and the French capital region Ile de France (59.1) are in positions two and three. Bavaria is catching up: The neighbour down south climbed up from

fifth to fourth place with an index value of 58.2. Basis for the ranking: Annually some 500 patents per one million inhabitants are filed — this is about five times as many as the European Union average. In the state approx. 18 percent of all people employed work in industry sectors in which research and development (R&D) are of central importance — such as in vehicle and machine building or in medical engineering. ☼

Real Estate Database

Finding your property in Ostwürttemberg

Free Instrument — great chances for new entrepreneurs.

The commercial real estate database Ostwürttemberg offers buyers and sellers of commercial property an effective and, at the same time, free instrument.

At the moment, the economic region in the east of the federal state presents more than 200 objects that can be purchased or rented. Logistics and warehouse spaces of different sizes directly at the motorway are

available in the databank, just as attractive production halls with the benefit that you can profit from the various suppliers and commercial consumers in the economically powerful south.

Furthermore, it contains objects located in business parks and technology centres which offer new entrepreneurs and young companies great chances, also in connection

with further regional possibilities of support. Interested parties who search objects for retail in an economic region with a high purchasing power will find something suitable, as well as those who are on the lookout for an adequate office. Interested people will be informed about objects that are suitable for them automatically, if they install the search engine. ☼

The Danube rises in Baden-Württemberg. It connects the state with South-east Europe both historically and economically. About 400 people of ten nations attended the conference that Baden-Württemberg's European Minister Prof. Dr. Wolfgang Reinhart held in Brussels in October.

East-West Connection

The State's Danube Conference in Brussels Shows the Potential of Cooperation

Romanian President Traian Basescu as well as ministers and permanent secretaries of all riparian states of the Danube were attending the Danube Conference. The European Union was represented by a considerable number of commissioners and delegates of the European Parliament. In addition to that, numerous representatives of cities and regions connected by the Danube attended.

The state government of Baden-Wuerttemberg held the weekly cabinet meeting in Brussels.

Prime Minister Günther H. Oettinger and the Deputy Prime Minister of the Republic of Serbia, Židar Djelic, signed a Memorandum of Understanding. The aim is to bring a "joint governmental commission Baden-Wuerttemberg/Republic

of Serbia" into being, similar to the other candidate countries of the European Union, in order to create the grass roots for an institutionalized collaboration and more definite projects. Minister Prof. Dr. Reinhart appreciated that Danuta Hübner, the EU commissioner in charge of regional policy, announced a EU Danube strategy in the course of the conference ☼

EU Support in Sight Clusters Awarded

Ernst Pfister awarded twelve prize winners within the scope of the 2nd Cluster Forum. 36 companies from various branches were nominated.



Ernst Pfister, Minister for Economic Affairs and Dr. Annette Schavan, German Federal Minister of Education and Research, presented awards to twelve prize winners within the scope of the 2nd Cluster Forum. An independent jury selected the winners from a total of 36 presented proposals. The awarded projects come from all of the administrative districts of the state. They are related to a wide spectrum of branches such as micro systems technology, medical engineering, aerospace industry, packing technology, bioengineering, car industry, surface technology, ecology, energy and nanotechnology. The prize winners have now the possibility to file an application for financial support coming from the EU funds for regional development (EFRE). ☼

Dialogue with US Firms

On the 27 January 2009, the Minister for Economic Affairs invites companies from the USA for a dialogue in the "House of Econom-

ics" (Haus der Wirtschaft) in Stuttgart. US companies are important investors for the federal state of Baden-Württemberg. The topics will

be safeguarding industry's competitiveness and the strengthening of business locations, topics that are recently especially important.

World Creativity Forum

Baden-Württemberg will be the location for the World Creativity Forum in 2009. The State Secretary Richard Drautz announced the news after his return from the World Creativity Forum in

Antwerp with a state delegation. The network "Districts of Creativity" was founded in February 2004 in Leuven. Twelve especially dynamic and innovative world regions are represented in

this network, among them are Baden-Württemberg, Catalonia, Lombardy, Nord-Pas-de-Calais, Karnataka (Bangalore), Oklahoma, Quebec, Shanghai, Qingdao and Flanders.

Located in the very South-West of Baden-Württemberg, the adorable and endearing "Region Südwest" borders France and Switzerland. It consists of the counties of Lörrach and Waldshut, also called "Dreiländereck" (the tri-state corner) and the "Hochrhein" (the Upper Rhine region).

Wirtschaftsregion Südwest Cross-border business at the tri-state corner



☼ Degussa AG

The Region has grown to form a dynamic, cross-border trinational entity. Its recreational value is plainly unbeatable due to the varied landscape. And it is exceptionally interesting for businesses. Among the strongest businesses are the traditional chemical and pharmaceutical industries, but there are also the textile, mechanical engineering, and the aluminium industries, the latter with an aggregation of skills and knowledge unparalleled in the country.

Added to these are strong suppliers to the automotive industry as well as the economic sectors tourism and health. Companies appreciate the proximity of two international airports; the EuroAirport Basel-Mulhouse and the Zurich airport. In addition, young people are being optimally prepared for a

career with international companies. The best example are the cross-border courses at the University of Cooperative Education in Lörrach, unique in Europe: courses on Trinational Engineering Education and International Business Management are held alternately in Lörrach and in the Swiss and French partner schools. When finished, students receive a diploma and a graduation certificate from all three countries. ☼

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Investment for the future
Ulm is one of the top health regions in Germany. More than 40 businesses with thousands of employees are active in promising sectors like biotechnology, pharma and medical technology. Böhringer Ingelheim, Merckle, ratiopharm or Paul Hartmann: the spectrum ranges from multinational corporations to highly specialised local small companies. Pharmaceutical giant Pfizer manufactures for a world market in Illertissen as well.



Paul Hartmann AG



Chemical development and analysis building in Biberach

Boehringer Ingelheim

Global Health

The Ulm region is a leading centre for pharma and medical technology

The Ulm region was among the top 20 in the nationwide competition "Health region of the future". This has been announced by the German Federal Ministry of Education and Research. The health region Swabia participated, under the lead of the innovative region Ulm, in the competition of 86 regions of all over Germany, which will be promoted as model regions in the future.

Number Three in Germany

The health care industry is an important economic factor for the metropolitan area Ulm. The health region Swabia has strong partners in research and development, major companies in the health business and professional partners in the areas of health care and services at its command. In a recent study, the region Ulm is — taking its

surface area into account — in the third position of the overall evaluation of 94 health care centres in Germany. According to the first German health atlas of the Medical School Hanover, Ulm is the healthiest city of the 81 biggest German cities.

On top of its importance as health care centre, the region Swabia is on the second rank nationwide in the area of health industry. The employment development in the pharmaceutical industry in the region shows a growth of more than 30 percent between 2000 and 2004. The overall number of employees reached the number of 11,460 during this period. One of the reasons for this development were the 500 million euros investments of important pharmaceutical companies in the region since the year 2000. The cities of Ulm (Baden-

Württemberg) and Neu-Ulm (Bavaria) are the centre of the health region. The rural area comprises the administrative districts of Alb-Donau, Biberach, Günzburg and Neu-Ulm. 785,252 inhabitants live in the health region, a population density of 189 inhabitants per square kilometre. In the year 2007, 35,720 people were employed in the production of pharmaceutical products, in medical engineering, in pharmacies and medical, orthopaedic and cosmetic shops, as well as in the public health care industry of the region. This is a total of 12.7 percent of all employees, which is 3.5 percent more than the federal average.

Uschi Knapp of the innovative region Ulm sums up: "This region is predestined to be a role model in the health sector in Germany." ☀

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Roll On

The logistics sector keeps Baden-Württemberg's manufacturing industry rolling. New initiatives aim to expand logistic services.

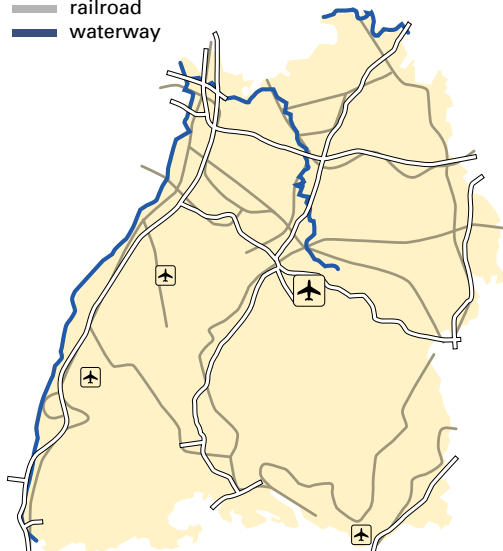
Baden-Württemberg Touristik

Value Driver Logistics

Logistics in Baden-Württemberg

MAP TRAFFIC INFRASTRUCTURE

— motorway
— railroad
— waterway



“Strong production locations such as Baden-Württemberg are important logistics locations already today,” reads the analysis of the state government. Logistics that function well are a requirement for using modern production methods. Just-in-time and just-in-sequence are the key words here. Without logistics the highly complex manufacturing structures of the local automotive industry could not be maintained, for example. Also the machine-building and chemical industries, which are particularly strong in Baden-Württemberg, depend greatly on logistical processes.

These industries have indeed been developing global delivery and supply structures in recent decades. Particularly for those manufacturing facilities in Baden-Württemberg which still occupy “old” industrial areas the outsourcing of the logistics unit to an external logistics centre gives them the chance to grow at the current location. Therefore the development of logistical ar-

eas for the companies of a region is an active contribution to secure the location. Experts of SCI Verkehr in Cologne call for an active stockpiling of areas to enable the establishment of modern distribution centres on an inter-regional, domestic or even European scale and thus retain and consolidate logistical value creation in Baden-Württemberg's regions.

Already today 17,000 companies belong to the core sector or the logistics industry (logistics-related industry, logistics-related services and logistics-specific services). After all, in 2004 they generated revenue of 34.5 billion euros. Based on revenues, the core industry logistics ranks fourth in Baden-Württemberg behind vehicle manufacturing, mechanical engineering and electrical engineering/electronics.

The core industry logistics employs some 173,000 people — based on employment it is in fourth place as well. If all personnel in logistical functions in trade and industry are taken into account, the expanded logistics industry is in second place with 370,000 people just behind the services-based health care industry. Logistical core regions in Baden-Württemberg include the Stuttgart area, the Rhine-Neckar metropolitan region and the Ulm area. In addition, the area around Karlsruhe and the Swiss border area also have an important function. Leading consultancy and real es-

01

Baden-Württemberg's export hits are sent as air cargo from the Stuttgart airport to the world

Flughafen Stuttgart

02

17,000 companies belong to the core sector. 2004 they generated revenue of 34.5 billion euros

Deutsche Bahn

tate companies (Jones-Lang-Lasalle and the like) assume that extending the EU towards the east will result in the logistics heart of Europe being displaced towards the east as well. The coordinates for top logistics locations will therefore move from the Benelux region to Germany, where new locations qualify for the establishment of European distribution centres.

For a long time now logistics has no longer been about transport only, but enhanced services include operating supply and sales stock facilities, pre-assembly, just-in-time delivery to industrial production sites as well as shelf maintenance in the retail trade. Ernst Pfister, Minister of Economic Affairs: "Logistics has developed into a network management tool for the economy. Every company in this global environment based on division of labour relies on an efficient and functional supply chain. Therefore logistics is the supply chain partner of the manufacturing industry."

So it is not surprising that Baden-Württemberg is one of the top players in the areas of e-logistics and intralogistics. With 800 companies Baden-Württemberg is the most important location for the German and European intralogistics industry.

Logistics Programme

The state government intends to better present the role of logistics for the state's entire economy. "If work steps such as warehousing can be relocated, the production at the existing site can be expanded. With no areas for logistical purposes at hand the only alternative for some companies is to look for a new location. Therefore logistics becomes the key for securing a location and is the one critical competitive factor for establishing new businesses." Based on this consideration the Minister of Economic Affairs initiated a six-point logistics programme with a focus on:

- › Logistics dialogue: Along the logistics chain the relevant players from companies, associations, communities, research and education should engage in a constructive exchange — in an annual central event and numerous dialogue events. The series was already started in June 2007 with the Future Cafe Logistics Location Baden-Württemberg 2020 and continued in April 2008 with the 1st Logistics Congress in Baden-Württemberg.
- › Marketing: The logistics location will be promoted by means of a competence atlas "Logistik Baden-Württemberg" on important industry events. Already in September 2008 there was a joint presentation with the Greater Zurich Area; another presentation took place in November in Antwerp within the scope of the World Creativity Forum.
- › The logistics portal for Baden-Württemberg www.logistik-bw.de will be launched on 8 December 2008 and provides comprehensive information on Baden-Württemberg as a logistics location and the players involved.
- › The dynamic research, education and training landscape in the logistics area



01



02

will be supported with special consideration given to technological transfer.

- › By providing public profile platforms for the logistics industry, the significance of logistics for the value creation in Baden-Württemberg is made transparent. In addition, an initiative by those involved along the supply chain under the patronage of the Minister of Economic Affairs will start a logistics image campaign.
- › The setting up of a logistics cluster has been identified as one of the strategic focal points of the state's cluster policy.

"Baden-Württemberg's leading world position in the area of exports would simply be inconceivable without a high-performance logistics sector", is the reason given for this initiative by Ernst Pfister, Minister of Economic Affairs. ☼

"Logistics is an essential component of the modern interconnected world of industry and commerce."

Ernst Pfister, Minister of Economic Affairs, Baden-Württemberg

Regional Trio

In the Rhine-Neckar Metropolitan Region the future will be shaped together. The region is among the best thanks to its unique trio consisting of an innovative economy, outstanding science and a high quality of life.

01

Rhine-Neckar Metropolitan Region

Regional development as an opportunity

The competitive edge is increasingly realised on a regional level. The upcoming global challenges can only be met if economic, scientific, political and administration forces are committed to cooperation. For the Rhine-Neckar area the "European Metropolitan Region" award therefore means that the cooperation of the regional players has reached a new dimension in recent years.

One of the most important conurbations in all of Germany will no longer only be perceived as an organic living space, it will be present as an economic area on the map beyond its own borders.

Top in Germany

A number of leading international corporations such as BASF, SAP, Heidelberger

Druckmaschinen or HeidelbergCement, a broad range of reputable medium-sized companies such as Lamy, Sigma or Weldebräu and innovative start-ups such as Cytonet or BRAIN AG have turned the Rhine-Neckar Metropolitan Region to one of the most important business locations of the Federal Republic. Altogether the region comprises more than 130,000 busi-



01
The port centre Mannheim/Ludwigshafen is the second-largest inland port in Europe
Photocase

02
Prof. Heinrich forces cooperation of economy and scientific research
MRN

03
Rhine-Neckar Metropolitan Region at the Expo Real 2008 in Munich
MRN



02



03

nesses and over 770,000 employees subject to social insurance contributions. The gross value creation in 2005 was 61.6 billion euros. More than 56 percent of the goods produced in the region are exported — proof of the international orientation and competitiveness of the regional economy. The gross domestic product is 29,000 euros per capita, roughly 2,000 euros above the national average.

Thanks to its central location within Europe and its outstanding infrastructure the Rhine-Neckar Metropolitan Region's accessibility is ideal. Mannheim's Central Station, the second largest ICE hub in Germany, provides optimal service to the domestic and European express traffic network with approx. 160 long-distance connections daily. The Rhein-Main airport in Frankfurt is only 31 minutes away by rail. The Mannheim shunting station, second-largest of its kind in Germany, and the port centre Mannheim/Ludwigshafen, the second-largest inland port in Europe, are pivotal switching points in European commercial transportation.

The Port of Mannheim was able to handle 4,600,731 tonnes of cargo in the first half of the year 2008. This is an increase of 383,534 tonnes in the cargo handling compared to the first half of the year 2007 with 4,217,197 tonnes. Especially the handling of black coal (1,427,764 tonnes), foodstuff and animal feed (934,316 tonnes) and chemical products (725,900 tonnes) has contributed to the high number of goods handled in the first six months. These goods make up nearly 65 percent of the total cargo handling. In the year 2007, a total of 8,346,029 tonnes of cargo have been handled in the Port of Mannheim.

Mannheim — Heart of the Region

Due to its status as the most populated city Mannheim plays a central role in the Rhine-Neckar Metropolitan Region. The city of squares alone currently attracts investments in the range of 800 million euros. These investments are not only a commitment to Mannheim, but rather to the entire re-

gion as an economic location. In addition, the Planken street of Mannheim belongs to the top shopping addresses in Germany and the city also offers cultural highlights. An outstanding brand, "Mannheim" with an attractive and incomparable profile strengthens the region's reputation — and a strong international reputation of the Rhine-Neckar Metropolitan Region in turn promotes the image of Mannheim. Both benefit — this is the core element of thinking regional.

Outstanding Science

The economic success is closely connected with another of the regions's strengths: world-class science and research. Hardly another region exists in which striving for scientific insight has a similarly long tradition as in the metropolitan region. Germany's first university was founded in Heidelberg in 1386 — today more than 81,000 students are enrolled in the 21 facilities of the region, among them the university of excel-

“Excellence in R&D, outstanding potential for innovation and convincing strengths in the areas life sciences and health — we do have what it takes to be among the top players in the European regions' champions league.”

Prof. Claus E. Heinrich, Board Member of SAP and Chairman of ZMRN e.V.

01

Dr. Peter Kurz, Lord Mayor
of Mannheim, wants to
attract creative minds

 Inka Ziegenhagen

02

Mannheim, secret
capital of pop music

 Staatsministerium



01



02

Heidelberg or the Centre for European Economic Research in Mannheim are biotopes for innovation and progress. The Rhine-Neckar Metropolitan Region employs more than double as many people in the research field than the German average.

The region has generated 15 Nobel Prize winners — most recently Prof. Harald zur Hausen, who received the award for his path-breaking research work on the formation of uterine cervix cancer.

Successful Clusters

A key factor of the common regional development work in the Rhine-Neckar Metropolitan Region is the setting up of clusters. Examples for successful cluster initiatives are the “Forum Organic Electronics” and the “Cell-Based & Molecular Medicine” cluster. Both MRN cluster applications are

among the five winners of the first round of the top cluster competition by the Federal Ministry of Education and Research will be sponsored with more than 80 million euros in the next five years.

Within the 2nd Baden-Württemberg Cluster Forum on 3 November 2008 in Stuttgart, the Minister of Economic Affairs, Ernst Pfister also announced the winners of the Regional Cluster Competition 2008. Among a total of twelve award winners were the cluster “Energy & Environment” of the Rhine-Neckar Metropolitan Region and “nanoValley.eu”, in which the MRN is participating. Both award-winning projects will each receive a total of 300,000 euros of aid money over an initial period of three years from the European Regional Development Fund.

Among others the healthcare sector is another area with promising cluster-related initiatives.

Further cooperations between university and non-university institutions and companies such as the joint catalysis laboratory CaRLa of Heidelberg University and BASF, the competence centre “Modern Production Systems” by Daimler, John Deere and Freudenberg at the Technical College Mannheim or the cooperation between DKFZ and Siemens supplement the clusters. They act as points of contact between the economy and science and support knowledge transfer and innovation.

But the region has much more to offer: Worms as a centre of the saga of the Nibelungs, the imperial Cathedral at Speyer,

lence Heidelberg. Numerous national and international rankings keep proving time and again the outstanding quality of the region's academic establishments.

A multitude of internationally renowned research institutions, such as the European Laboratory for Molecular Biology and the DKFZ (German Cancer Research Centre) in

NUMBERS EMPLOYEES (30 JUNE 2007)					
	Manufacturing	Trade, Hotel and Catering, Traffic	Other Services	Agriculture and Forestry	Total
Mannheim	52,358	37,686	68,245	356	158,785
MRN	272,482	166,444	325,003	8,456	772,709
NUMBERS GROSS VALUE CREATION AND INDUSTRIAL REVENUES					
	Gross Value Creation in million euros (2005)	GVC ¹⁾ per capita in million euros (2005)	Revenue in million euros (2007)	Foreign sales (2007)	Export quota in % (2007)
Mannheim	13,311	43,232	13,514	8,280	613
MRN	61,616	26,108	63,859	35,913	5624

Source: MRN, ¹⁾ GVC = Gross Value Creation

“Mannheim is magic. It is home to inventive genius and boasts a vibrant cultural scene: a pulsating city — that also offers nearby contemplative spaces in nature to withdraw, making for true quality of life.”

Dr. Peter Kurz, Lord Mayor of Mannheim

the Hambach castle as the birthplace of the German democracy and the castles in Heidelberg and Schwetzingen are just some of the historic landmarks.

Then there are three nature reserves, Neckartal-Odenwald, Pfälzerwald and the UNESCO geo-park Bergstrasse-Odenwald, which offer superior recreation facilities on 510,000 hectares of land. Sport highlights, such as the games of the Adler Mannheim (ice hockey), Rhein-Neckar-Löwen (hand-

ball) or 1899 Hoffenheim (football), a multifaceted cultural programme with 15 top international festivals, four wine-growing areas and any number of culinary highlights — in short: the Rhine-Neckar Metropolitan Region has everything that makes life varied, interesting and worth living. The region's services also are first-class: outstanding hospitals, very high concentration of physicians, excellent housing and many options for combining job and family. ☼

Further Information

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Royal Philips Electronics with headquarters in the Netherlands is the global leader for healthcare, lifestyle and technology. The company employs a workforce of about 128,100 employees in over 60 countries. In 2006 the company achieved a turnover of 27 billion euros.

In Böblingen Philips develops and produces patient monitoring systems for the worldwide medical sector. The systems are mostly used in emergency and intensive care, particularly for pregnancies and for newborn babies. They serve during operations as well as for anaesthesia. With several hundreds of thousands of monitors installed worldwide, Philips is the market leader in this area. The most recent developments made in Böblingen include a software-based early warning system for blood poisoning (sepsis) as well as a monitoring system for pregnant women expecting triplets and for the birth of triplets using one single monitor only.

PHILIPS
sense and simplicity

Globalised Countryside

Upper Swabia doesn't need big cities to be successful in business terms, and to be an attractive place to live. The region prospers due to its unique mixture of a beautiful landscape, the people with their special attitude towards life, and with mostly family run companies who manage to compete in the globalised world.

TEXT: *Andreas Breyer*

The Sky is the Limit

Secrets of the prosperous region Upper Swabia

Let's face some facts first: An unemployment rate of around 3.5 percent in the region, a spending power clearly above the nation-wide average, a life expectancy over a year higher than in other parts of the country, just to name some of the hard facts. They go along with a high employment rate among the older workforce, arguably one of the best school systems in Germany and a comparatively good child care. Got your attention? Then let's try to dig a little deeper and explore the mystery of the economic success of a region called Upper Swabia.

Where are We?

In order to put the region on the map we look at Baden-Württemberg from the bird's eye view, go all the way south and then to the east. Once there, we can roughly follow two rivers: the Danube — because further to the west, the Swabian Alb already begins — and the Iller, which marks the border to the region of Allgäu on the eastern side. And since the inhabitants of the city of Ulm prefer not to be acknowledged as true Upper Swabians, we can here draw a line for the northern direction. The most visible and at the same time most beautiful border is in the south: the Lake Constance, at its shore the southern center of the region, the city of Friedrichshafen. From here, we travel north again and find the two other major cities Ravensburg and Biberach along the road. Situated to the left and right are the towns with the famous thermal springs, spas and therapeutic baths, such as Bad Waldsee, Bad Saulgau, Bad Buchau, Bad Wurzach and Bad Schussenried, all lovely embedded into a beautiful landscape. A landscape that

is not deserted, but well populated also by younger people. Especially young families enjoy to live in the small villages with nature just around the corner and their place of employment in driving distance nearby. Migration of the younger into the cities is not an issue, though. And people do something for their wellbeing, as we will see.

Success Factor No. 1: People

Drums everywhere! Some with the support of flutes, fanfare horns or even bagpipes, some drumming — unison or together with the heavy looking bass drums. Each group has a different and mostly ancient outfit. Where are we, on a Scottish military campus?

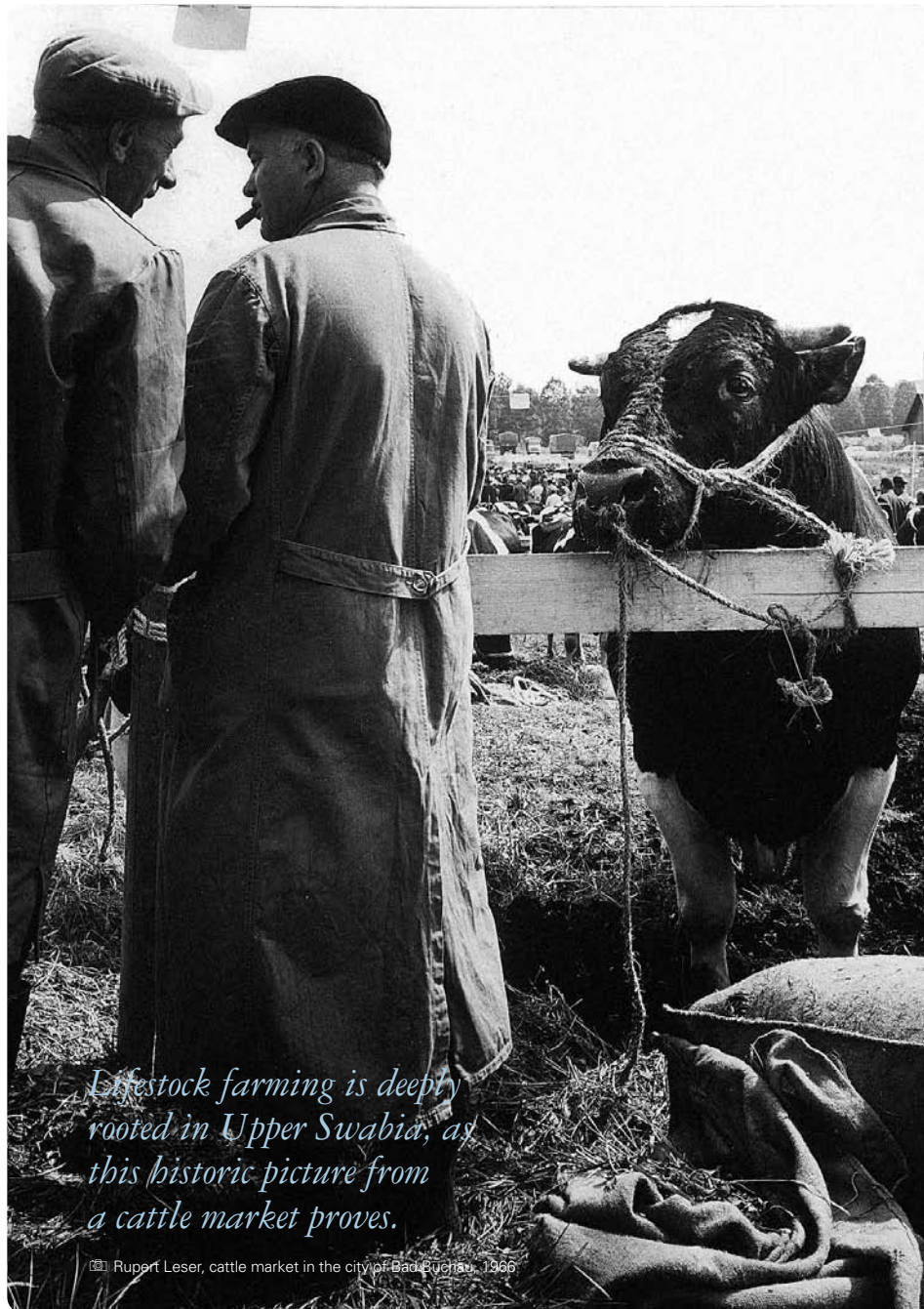
By no means! This is Upper Swabia in summer, which means it's "Fest"-season. And there is no town in the region of Upper Swabia which doesn't have its own, mostly historical "Fest" that lasts at least over the weekend and in some cases as long as nine days, including parades, packed beer gardens and of course marching groups with their drums, pipes and horns.

But that's not all: A visitor to the region in wintertime might wonder about the strange rituals people execute during the "Fasnet", the Upper Swabian version of carnival. Parades are at the center of the celebrations here, too. Only this time, people disguise and wear masks (e.g. as witches) which allow them to behave a little crazier than usual. Many of those disguises and masks have a long history and their origin reaches back centuries. Obviously, people in Upper Swabia keep their traditions alive and know how to celebrate. If this was the

only odd thing to mention about the region we could say: "Have a good time and see you maybe next year at your Fest". But there's more to it, as we know from the economic facts. One factor that positively affects the economic success of the region is the mentality of the people living here. So let's find out what makes a real Upper Swabian:

There are many things people here have in common with other members of the Swabian tribe, like the typical traits diligence and thriftiness one can also encounter in Stuttgart. Plus, with their talent for invention they highly contribute to the leading position Baden-Württemberg holds in terms patent applications.

What makes these people special, is a form of rootedness and local patriotism that can hardly be found anywhere else. It is expressed in the already mentioned celebrations in summer and winter, but also in ceremonies being performed due to the still predominant catholic faith. A visitor will find the religious testimonies in the beautiful churches along the "Oberschwäbische Barockstraße" and in processions that take place in Weingarten and Bad Wurzach. In Weingarten, on the day after Ascension Day, some three thousand horse riders and several marching bands gather together with monks, priests and altar servers for a majestic procession in honor of the Holy Blood Relic that is preserved in the basilica throughout the year. It is said that the Relic contains a drop of blood from the Lord. The "blood ride" attracts over fifty thousand pilgrims each year. Besides this unique procession, the "regular" catholic holidays seem ›



Livestock farming is deeply rooted in Upper Swabia, as this historic picture from a cattle market proves.

© Rupert Leser, cattle market in the city of Bad Buchau, 1966

› to be celebrated more intense than in other parts of the country, e.g. with processions on the Feast of Corpus Christi and on Palm Sunday.

Christian ideals have also influenced the dense structure of health care institutions in the region, in several ways. Says Dr. Kurt Widmaier, District Administrator for the region around Ravensburg: "In comparison to the multitude of rehab institutions, here in Upper Swabia we are something like the welfare center of the whole country of Baden-Württemberg. Historically, this has something to do with the conversion of the monasteries after the process of secularization. A responsibility the Upper Swabians are willing to take even nowadays."

Transformation into a Top Region

Still, it took the region some time to discover its richness. Back in the 19th century, Upper Swabia was seen as a sleeping countryside with nothing more than cows and grain to get from. Only after World War II, when it was cut off from the capital of Stuttgart in the French zone of occupation, people in Upper Swabia began to find a new self-conception and responsibility towards their home land. Nowadays, their attitude can best be described as "concerned with traditional values", with a good portion of persistence and a certain amount of stubbornness — the latter one sometimes maybe a little bit too distinctive. Perfect conditions for political conservatism, and thus, Upper Swabia is one of the strongest bastions for the conservative party in Germany, with an almost guaranteed absolute majority at every election.

The attitude of Upper Swabians towards strangers is not as cordial as, say, in Cologne, but once they are convinced of the friendly character of their counterpart, their new friendship lasts even longer. And — much like the Bavarians — they manage to live in balance with tradition and innovation.

Success Factor No.2: Nature

The second key factor in the economic success of the region are the specific geological and geographical conditions. They have always played an important role in the predominantly rural countryside around the three major cities. Some of these particularities went through a deep change in terms of importance and usage over the past centuries, like the huge peat deposits near



Liebherr gear cutting machine. A sample of the company's wide product range

© Liebherr



Outdoor expert VAUDE delivers professional equipment for mountaineers and other outdoor enthusiasts

© VAUDE, M. Attenberger

Bad Wurzach in the “reed of Wurzach”. These were already exploited as a source of energy back in the 17th century. After the black coal came into the region with the finished railroad tracks leading from Ulm to Friedrichshafen in the late 18th century, the application of the gained peat changed. Now, the material was used as litter in the growing number of stables, since the use of the acres had altered from agriculture to livestock farming. Nowadays, both applications are not used anymore. Peat, though, is still gained in Upper Swabia, but now for clinical purposes in the various therapeutic baths located in the towns which carry the title “Bad” — meaning therapeutic bath — in their names. Together with the thermal springs, the peat formed the base of the reputation these clinics have nowadays. A reputation that is not self-evident at all, according to Dr. Widmayer: “One important task is, that we don’t miss the trend towards extensive wellness-packages. The new demand is not only for the respective baths, but a holistic approach, where gastronomy, sports and culture play an equal role.”

Apple Trees and Other Plants

Still on the trail of the traditional use of the land and its richness, we go just a little further to the south and enter a region that is not only affected by geologic conditions but also by the climatic impacts of the nearby Lake Constance. The lake works as a temperature corrective and warms the countryside in winter but also cools the micro climate down in hot summer days. Plus, there’s the ideal amount of rainfall to cultivate exquisite plants.

Starting with the ones you can eat right from the tree, the brand “Obst vom Bodensee” or “fruit from the Lake Constance” is known all over the country and beyond. In the triangle between Ravensburg, Stockach and Lindau (Bavaria), on over 8,000 hectares the “fruit region Lake Constance” marks the second largest connected growing area for apples in Germany. 281,000 tons of apples were harvested here in 2007. That makes the region the second largest planting area for apples in Germany.

But that’s not all: among insiders, the region is even more famous for a plant in which you better don’t bite right after having picked one. Plus, you might have some difficulties in trying after all, if you don’t have the figure of a giraffe. A more pleasant way to enjoy the fruits of this plant would

be to drink a local beer in — let’s say — Boston/U.S.A., Tokyo/Japan or just around the corner in one of Tettwang’s restaurants. Breweries all over the world prefer the “Tettwang aroma hops”. The special quality due to the unique climatic conditions make it coveted all around the globe. Two thirds of the yearly production volume of about 1,424 tons the 176 farmers produce go into export. That makes the region number six among the planting regions worldwide.

Again, the railroad played an important role in the development of the business. With the connection to Ulm and from there onwards into a multitude of destinations, the basis for the international success of Tettwang hops was laid. Nowadays, over 160 years of tradition in planting hops make the people around Tettwang proud of their most famous product. Every two years, a queen

of hops, accompanied by two princesses, is elected. They represent the Tettwang hops nationally and internationally, e.g. at fairs or celebrations from breweries. And yes, of course the people also celebrate a fest in summer and worship the plant with special masks and outfits during carnival.

Allergic to Lactose? Don’t Despair!

Staying just a little longer in the field of agriculture, there is one more product that deserves to be highlighted in this context: Milk, which plays an important role in the region, despite all discussions of overproduction and falling prices within the European Union. Again Dr. Widmaier: “What we have here are ‘power-farmers’, who run their farms on a highly professional, market-orientated basis. They now very well whether and how they should go for mod-



“Fruit from the Lake Constance” is well-known in Germany and beyond its borders.

📷 Rupert Leser, 1979, Kurt Laib WLZ-Obstmarkt Tettwang



People in Upper Swabia cherish their traditions, like the carnival processions with masks and disguises in winter.

Ⓘ Rupert Leser, "Narr" during carnival in the city of Bad Waldsee

MAPS UPPER SWABIA

Upper Swabia is located in the southeast of Baden-Württemberg



ern dairy farming, or maybe switch to certified organic cultivation."

Even here, the Upper Swabians found their own approach. Founded in 1929, the Ravensburg located OMIRA is the largest dairy in Baden-Württemberg, with a consolidated turnover of 457 million euros in 2007, and with a unique structure of ownership: It is owned by the roundabout 4,100 farmers who deliver the milk every day. This guarantees shared interests between farmers and dairy, and a milk price for the farmers that is clearly above the nationwide average.

Still, the company remains competitive and innovative. The newly developed product line called "minusl", a whole range of lactose-free milk products, could play a major role in the future of the company. Bearing in mind that in Germany about 17 percent and in Asian countries up to 90 percent suffer from intolerance to lactose, the future for these products looks bright.

Leaving agriculture behind, some 20 kilometres to the south, Friedrichshafen, the only true industrial cluster of the region, is situated on the shore of the Lake Constance. The twin towers of the Schlosskirche are the baroque landmark of Friedrichshafen and one of the few remains of the historic city. Since its industrial significance was already high during the Second World War, the city was target of several bomb attacks and destroyed for the most part. The mixture of the almost Mediterranean flair on the Lake Constance close to the Alps, and the attractiveness due to the international companies located here make the city popular anyway, for the 58,000 inhabitants as well as for tourists. In the nationwide ranking of all 440 regions in Germany, Friedrichshafen and its surroundings score number eleven, in the ranking of the number of patents even number four.

Internationally successful companies such as the producer of heavy motors MTU Friedrichshafen GmbH (with the parent company Tognum AG as a public listed company), ZF Friedrichshafen AG as a major supplier of the automotive industry and Dornier/EADS (also public listed) with high competence in satellite construction, defense technology and airship navigation are located here. They all had their beginnings in the airship field. Thanks to the high-flying plans of Count Ferdinand Graf Zeppelin, the first of the famous Zeppelins took off on July 2nd, 1900. Today, the newly designed Zeppelin NT (NT for New Technology) follows in the footsteps of the Count's genial idea. Its construction company, the Zeppelin GmbH, is owned by the Zeppelin Foundation, as well as the ZF Friedrichshafen AG.

With the boat and ferry connections to Switzerland and Austria, the new "Messe Friedrichshafen" fair and the airport Friedrichshafen presents itself as an attractive and international location for business activities. The "Messe Friedrichshafen" is a strong economic factor for the region with over 600,000 visitors from 69 countries and 6,000 exhibitors participating in the 20 fairs annually.

The Backbone of the Economy

The region outside the industrial cluster in Friedrichshafen is dominated by the high density of medium-sized and family-run enterprises which all found their niche in different businesses. The entrepreneurial

spirit of the people here made companies flourish and become market leaders or hidden champions in their business.

Introducing probably the largest one, the history of the Liebherr Group began back in 1949 in the small town of Kirchdorf an der Iller on the western boarder of Upper Swabia. The founder of the company, Dr.-Ing. E. h. Hans Liebherr, put an idea into practice which had occupied his mind for a long time during the day-to-day work of running a small construction business: to tackle the major task of rebuilding Germany after the Second World War, a tower crane capable of easy assembly and transport was required. From these beginnings an extensive crane programme rapidly emerged, and grew into a construction machinery programme that is unsurpassed in its extent and variety. Today, the Liebherr group employs more than 30,000 employees in over 100 independent subsidiaries on all continents, with a consolidated turnover of about 7.5 billion euros in 2007. Liebherr also supplies product families in other sectors: For cargo handling there are ship, offshore, container and harbour mobile cranes; in plant and equipment construction, Liebherr is a supplier of machine tools and material flow technology; in the aircraft equipment sector, the Group supplies landing gear, actuation and air-management systems and in the transportation technology sector equipment for rail vehicles. In the domestic appliances sector, Liebherr produces refrigerators and freezers. The family business is still in the hands of the second generation, and is jointly managed by Dipl.-Kfm. Isolde Liebherr and her brother Dr.h.c. Dipl.-Ing. (ETH) Willi Liebherr.

What often characterizes family-owned businesses is a long-term strategy when it comes to investments. Liebherr is not an exemption, here. The company follows a strategy of international growth, but only under the premise that the traditional locations are being secured and strengthened by these activities. Therefore, the roots in Upper Swabia are still vivid, all but one of the German production sites are based in or close to this region. In the county of Bi-

01
OMIRA stands for high quality and innovation, such as lactose free milk products
 OMIRA



01

02
Outdoor Experts: Antje von Dewitz leads VAUDE towards a successful future
 VAUDE



02

berach alone, around 6,800 people work for Liebherr, not included the plants in Ehingen/Donau, Friedrichshafen, Lindau (Bavaria), Lindenberg and Kempten.

Hidden Champion on Pharmaceutical and Biotech Scenes

Different business, similar success story: "Our core business is based in Ravensburg" says Thomas Otto, Managing Director of Vetter Pharma-Fertigung GmbH & Co KG. He doesn't see any reason why the company should move from where it was founded by the pharmacist Helmut Vetter 63 years ago. Initially the company was a manufacturer of solid dose pharmaceuticals. However, in the 1980s the manufacture of these products was stopped and the company concentrated on the aseptic filling of syringe systems. Today, Vetter is a market leader in its field and a true hidden champion. Worldwide clients in the pharmaceutical and biotech industry value the exceptional expertise of the company. Drugs for a wide range of uses, from cancer treatment to multiple sclerosis are being filled here. Another valued service are their Development Services, which offer Vetter's customers assistance over the



03

complete live cycle of a product. Especially when pharmaceutical companies face up to the challenges of patent expiry, this is becoming an important issue.

Says Otto: "The qualification of our employees here in Upper Swabia is unique and many of them are with the company their entire career. In addition, the city of Ravensburg is very helpful and invariably allows us the opportunity to realize our expansion plans close to our headquarters. This has helped Vetter to grow and to offer more employment opportunities to the local population. It also lets our customers take advantage of Vetter's multi-site strategy for risk mitigation purposes. Given the fact that we are sole supplier for some of the world's leading pharmaceuticals, this is a major consideration for our clients and a

"The qualification of our employees in Ravensburg is unique. If we expand abroad, it will be done to secure the jobs."

Thomas Otto, Vetter Pharma-Fertigung GmbH & Co. KG



*The region is famous for its beautiful landscape.
Green hills follow reed lakes and peatland.
A perfect environment to relax and enjoy nature.*

Rupert Leser, Bad Buchau am Federsee

› tribute to Vetter. Quality has always been our key criterion when considering our business — costs are an important element, but not everything.”

Vetter does not rule out the possibility of expanding abroad. Says Otto: “We operate in a truly global environment and this has to be taken into account considering that China and India will become more industrialised in the next decade. However, if we expand abroad, it will be done always to secure the jobs here in Ravensburg and not to substitute them. Loyalty to the local area

plays an important role for the descendants of the founder who still own the company.” Vetter Pharma already has a very successful sales office in the United States, which has taken advantage of the burgeoning biotech industry there.

Asked about the reasons for the success of businesses in Oberschwaben, Thomas Otto cites the high density of medium-sized and family run companies. They tend to be efficient, flexible and competitive. As a result, this mix of different types of medium-sized enterprises makes Oberschwaben

overall resistant to an economic crisis. But he admits “that it’s also the mentality of the people here — we have innovative and dedicated workers and this is what makes companies successful”.

Outdoor Experts

Tettwang was already in the focus earlier due to the famous plant that’s appreciated by all beer lovers. It’s worth to return once more and discover what came out of the fusion between the passion for hiking and mountaineering of a certain Albrecht von Dewitz, and his entrepreneurial spirit.

Beautifully embedded into hills, hops gardens and apple trees, lie the headquarters of VAUDE, one of Europe’s leading manufacturer for outdoor equipment. The company’s name is nothing else but the initials of the founder pronounced in German.

With a worldwide distributed product range, from functional wear, backpacks, tents, sleeping bags, side bags for bicycles, trekking shoes to hiking sticks, camping stoves, drinking bottles and climbing hardware, the company offers a professional equipment for mountaineers and everybody who likes outdoor activities. 350 people work at VAUDE Deutschland and 1,200 worldwide, 60 percent of the turnover is realized in the country and 40 percent abroad.

The spirit of innovation is present everywhere, as well as the total commitment to the region. Says Antje von Dewitz, head of Marketing and future CEO of the company: “The outdoor-passion of our employees is the basis of the successful VAUDE products. Plus, we work in a region between mountains and the Lake Constance, other people prefer to spend their vacation here. That alone is an ideal condition to bind enthusiastic employees to the company on a long-term basis and to develop authentic outdoor products.”

And with the “Outdoor“, VAUDE has its most important international fair each year just around the corner in Friedrichshafen. Not a coincidence, according to von Dewitz. Friedrichshafen had the most convincing concept for an outdoor fair. The commitment of the fair’s management to the outdoor project, together with the flair of the region, made Friedrichshafen first choice for the annual outdoor fair.

But, not everything is perfect with the location in the countryside, von Dewitz admits. “Negative factors are the relatively

RUPERT LESER THE EYE WITNESS



The photographer Rupert Leser has been going along with the economic and social changes in Upper Swabia for more than 40 years. As a press photographer at the “Schwäbische Zeitung“, he is connected to all the happenings in his home

region. But he is especially connected to the people: he has never arranged them as a motif. He has an intuitive sense of situations and antagonisms. Rupert Leser also keeps records of the contrasts between tradition and modern spirit, between rural life and high society. But he does not only focus landscapes and people between the Lake Constance and the Danube with his viewfinder. Rupert Leser is an eye witness of the great events of the world: as a young sports reporter he participated at the Olympics in Mexico, he

took pictures of the student activism in 1968 and the fall of the Berlin wall. At home, in Bad Waldsee, the 75 year-old Leser is recently sorting out more than one million of negatives. They will soon be at the disposal of the “Haus der Geschichte“, an institute for the history of Baden-Wuerttemberg, in Stuttgart. Illustrated books with Rupert Leser’s black-and-white shots are out of stock but they are still available at the second-hand bookshop at the Mehlsack, a tower in Ravensburg, or in the Internet.

weak connections in traffic and communication. Meetings outside our headquarters mostly mean a daily trip for us, we have poor connection for mobile phones and Internet. Plus, due to the economic success of the region, it becomes more and more difficult to find qualified personnel."

The company reacts to that by staying close to the newest innovations in telecommunication and Internet. Currently, video conferences are being tested. And VAUDE puts a strong focus on HR. "When our employees enjoy working with us, the lack of qualified people doesn't hit us too hard," says von Dewitz.

Innovation also in Childcare

This lack is a serious threat, not only for VAUDE. Due to the current phase of nearly full employment in the region, qualified personnel becomes hard to find. Due to the demographic development in the country, the struggle to find qualified people will grow in the future. Thus, VAUDE makes

big efforts to attract well-educated young women and families. The company has already received several awards for its efforts to make it possible for their employees to combine job and family. Flexible working hours and above all the "VAUDE Kinderhaus", a kindergarden with both children from members of the company and from the town, allow especially young mothers to return to their job quickly. The commitment to the region is also expressed by actions like the rescue of the local public outdoor swimming pool which was supposed to be closed by officials and is now run by the company. This is true identification with the region and an important issue for a company situated in a rural area.

A Healthy Mixture

Of course, even in Upper Swabia, not everything is wrapped in cotton candy, including road construction and the long planned electrifying of the southern railroad to Lindau and Bregenz.

"With happy employees, the lack of qualified people doesn't hit us too hard."

Antje von Dewitz, VAUDE

But in the end, what characterizes the economic landscape of Upper Swabia is diversity, built upon the innovative spirit of its people. Together with the beautiful countryside and the mentality of the Upper Swabians, it is a pleasure to live and work here. And Widmayer explains that there truly is an Upper Swabian character. "Diligence, cosmopolitanism and the joy to celebrate are predominate, here. To work hard, to invent, but then also to revel — for us all this belongs together. I'm not surprised at all that a recent poll found out that the happiest people live here in Upper Swabia." The conditions are set to continue the success story. ☼

oberschwabenallgäu
FERIENLAND ZWISCHEN DONAU UND BODENSEE



The paradise of baroque

Magnificent shapes, colours full of life, architecture representing heaven on earth — that is the Upper Swabian Baroque route. A little yellow putto on green background shows you the way to the commanding monasteries, castles and fortresses between Danube and lake of Constance. Welcome!

Tracking angels

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Powerhouse Just Outside of Stuttgart

Even by Baden-Württemberg's standards, which are very high, the Neckar-Alb region is a powerhouse in many respects. Important traditional and high-tech industries are represented here but they have one thing in common: They are well prepared for future challenges.



Where the Future is at Home

Dynamic economic in the Neckar-Alb region

Comprising the administrative districts Reutlingen, Tübingen and Zollernalb, we are among Europe's strongest economic regions. With an area of 2,500 square kilometres the region is about as large as Luxembourg. The 67 cities and communities are home to some 700,000 people and approx. 45,000 companies and craft producers. As part of the European metropolitan region that is Stuttgart, the Neckar-Alb, which

is known for its economic success, scientific research and beautiful landscape, is an ideal extension to the Stuttgart conurbation. The economic profile of the Neckar-Alb region is traditionally typified by sectors such as machine building and the textile industry. Many companies which rank among the world's leaders in terms of their market and technological prowess, can be found here. To name but a few, companies such as Hugo Boss, Marc Cain and Mey Bodywear in the textile and clothing industry or Magura, a manufacturer of bike parts well-known among cyclists, are here. Companies that enjoy international recognition are for example Mayer & Cie for circular knitting machines, Stoll for flat-bed knitting machines, Groz-Beckert for the production of industrial needles or Wafios for wire processing machines.

With its immediate vicinity to large automobile manufacturers the region has also qualified as an outstanding location for the automotive industry. The seal manufacturer Elring Klinger, the producer of trim textiles Rösch/Rökona or the specialist for trim components Eissmann represent top quality made in Neckar-Alb. Recently this location has developed into a top address for biotechnology, medical technology and in-

formation and communication technology. Renowned manufacturers and up-and-coming start-ups are contributing to this success, such as Erbe Elektromedizin, a manufacturer of surgery systems, Gambro with heart-lung machines or Jotec, a producer of vascular grafts.

Educational Stronghold with a Population with a Low Average Age

Another cornerstone of success is the regional universities and their scientific research efforts which generate company start-ups in the high-tech sector.

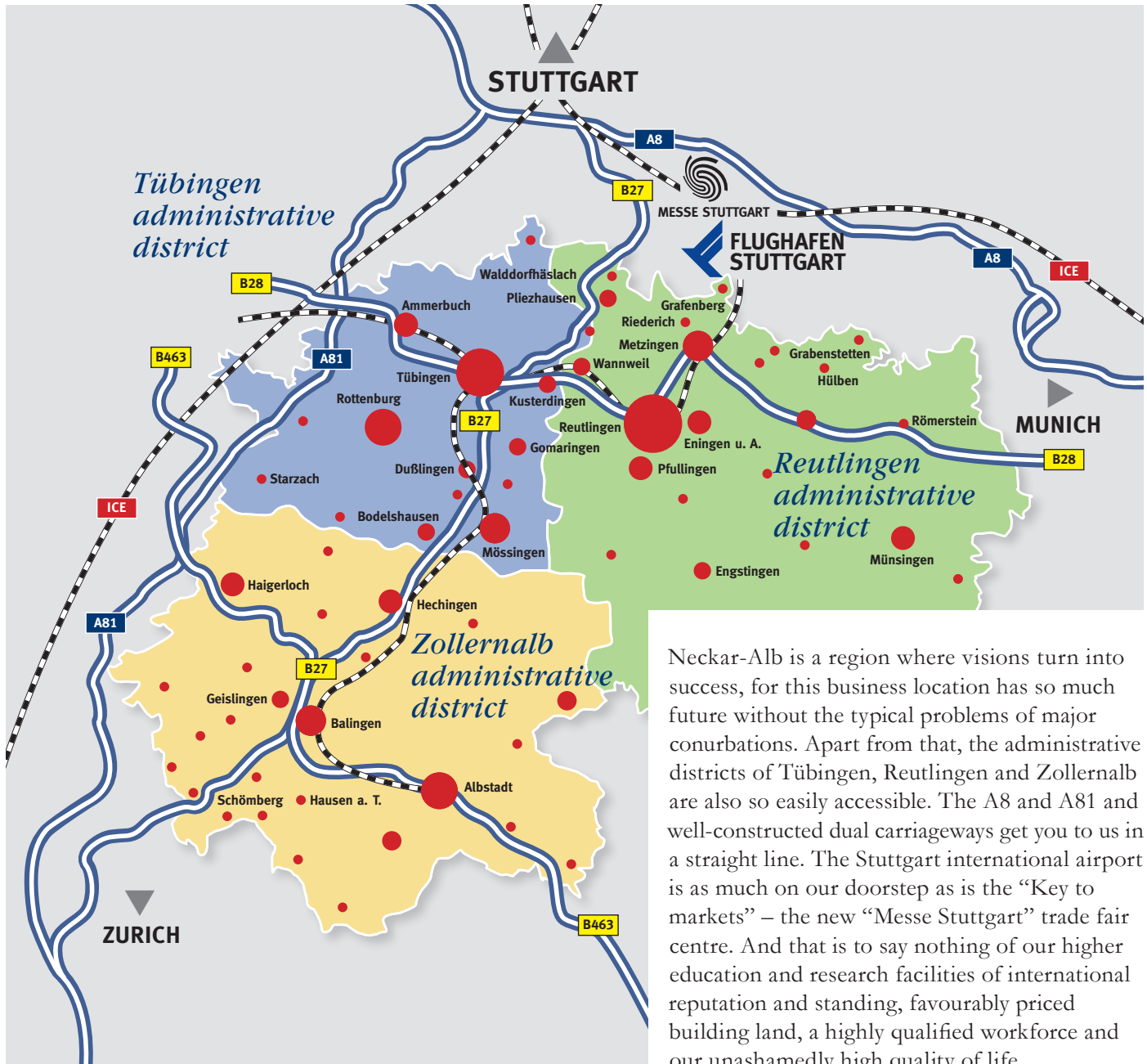
The strong concentration of colleges and educational institutions make our region a location with scientific focus. The internationally well-established Tübingen University, with its emphasis on medical and biotechnological research, as well as other establishments in Reutlingen, Albstadt-Sigmaringen and Rottenburg with their successful engineering courses shape the scientific potential of the region. More than 29,000 young people, equalling 15 percent of all students in Baden-Württemberg, are enrolled in these institutions. This gives the region a top ranking in the areas of European education and science. Over 40 renowned research facilities, among them four Max Planck Institutes complement the scientific spectrum between Neckar and Alb. Short distances, the above average qualification of the technical staff and a comparatively young population make us an ideal business location for new technologies. Have a look yourself and visit the innovative Neckar-Alb region. ☀

Further information
www.neckaralb.de



Short distances, beautiful landscapes and successful companies characterize the region
© Jörg Launer

What's the future worth if you don't invest in it?



Neckar-Alb is a region where visions turn into success, for this business location has so much future without the typical problems of major conurbations. Apart from that, the administrative districts of Tübingen, Reutlingen and Zollernalb are also so easily accessible. The A8 and A81 and well-constructed dual carriageways get you to us in a straight line. The Stuttgart international airport is as much on our doorstep as is the “Key to markets” – the new “Messe Stuttgart” trade fair centre. And that is to say nothing of our higher education and research facilities of international reputation and standing, favourably priced building land, a highly qualified workforce and our unashamedly high quality of life.

You can learn all about this and much more about the innovative region here: www.neckaralb.de, www.tourismus-schwaebische-alb.de and www.kinderbetreuung-neckaralb.de.

Tübingen
Reutlingen
Zollernalb


RegionNeckarAlb

Neckar-Alb – an intelligent place to live and work.

Your future is our business.

Age-groups: From 1 to 99

The logo of the company — a blue triangle — is famous among youngsters and adults in many countries on all continents. With a consolidated turnover of 286.3 million euros, Ravensburger AG is the German market leader for puzzles, crafts, and books for children as well as young people. Around 900 of the 1,490 employees work at the headquarters in Ravensburg. This year, the family-owned company celebrates its 125th anniversary. Reason enough to talk with its CEO Karsten Schmidt about the status quo of the company, the value of being rooted in Upper Swabia, and the future of Ravensburger in a more and more electronic world.

INTERVIEW: *Andreas Breyer*



Playing the Way to Success

“The alignment to future challenges follows the course of stability”

With a huge selection of puzzles, craft kits and exciting games for the whole family to play, Ravensburger has something for everyone!

 Ravensburger AG



Mr. Schmidt, Ravensburger was founded 125 years ago in the city that gave the company its name. Since then, there were periods of success as well as stormy sea. Where does the company stand today?

Ravensburger is in good condition: We had a steady growth in turnover over the last five years, and this with a reasonable profit. Our equity ratio is above 50 percent again, and we don't have outstanding debts. Therefore, the total revenue as well as the financial side is more than satisfactory, and sustainable.

125 years in the business: Is there something like a formula for success?

To be honest: Answering this question is not quite easy. We have to look at several factors here. What clearly helped us is the fact that we are a medium sized company that is still family-owned. That brings long-term orientation, countability and a good portion of idealism. This is being reflected in the company principles, which are characterized by the owner family and have been guidelines as well as firm support and

orientation for the employees for many decades now. For example, these company principles state that, besides economic interests, Ravensburger also follows ideational goals. Another aspect is our location. I believe that the spirit of Upper Swabia, the spirit of the location of our headquarters here in the city of Ravensburg, is being reflected in our brand and our products.

Then what is it, what makes this spirit? Is it the inventive capability? Or the reliability here in the region?

It is the reliability, yes, but also the elaborateness, the discipline, and not to forget the educativeness. Our products not only intend to entertain, they also want to impart a meaning: the sense of family, solidarity across generations, self-development — all this arises from this very region. I truly believe that, with the company situated in Berlin or Munich, we would have another spirit not only in the company itself, but also in its products and in the people who make them.

The third aspect is the power of our brand — Ravensburger — and the ability of our employees to invent new products that meet our positions, but also to produce these products. With around 85 percent in-house production this is also an important factor, as well as the ability to market and distribute the products. These are our key success factors.

Are there still chances of growth and development for Ravensburger in the future? If yes, do you see them rather in Germany or abroad?

Yes, there are chances, and we are able to capitalize them. That can be seen in the development of our turnover. But it becomes more difficult since we operate in saturated or even slightly regressive markets, due to the demographic development particularly in Western Europe. Still, our focus remains in Europe: We are a medium-sized company and therefore we neither have the financial nor the management resources to embrace the whole world.

Where does this lead for Ravensburger?

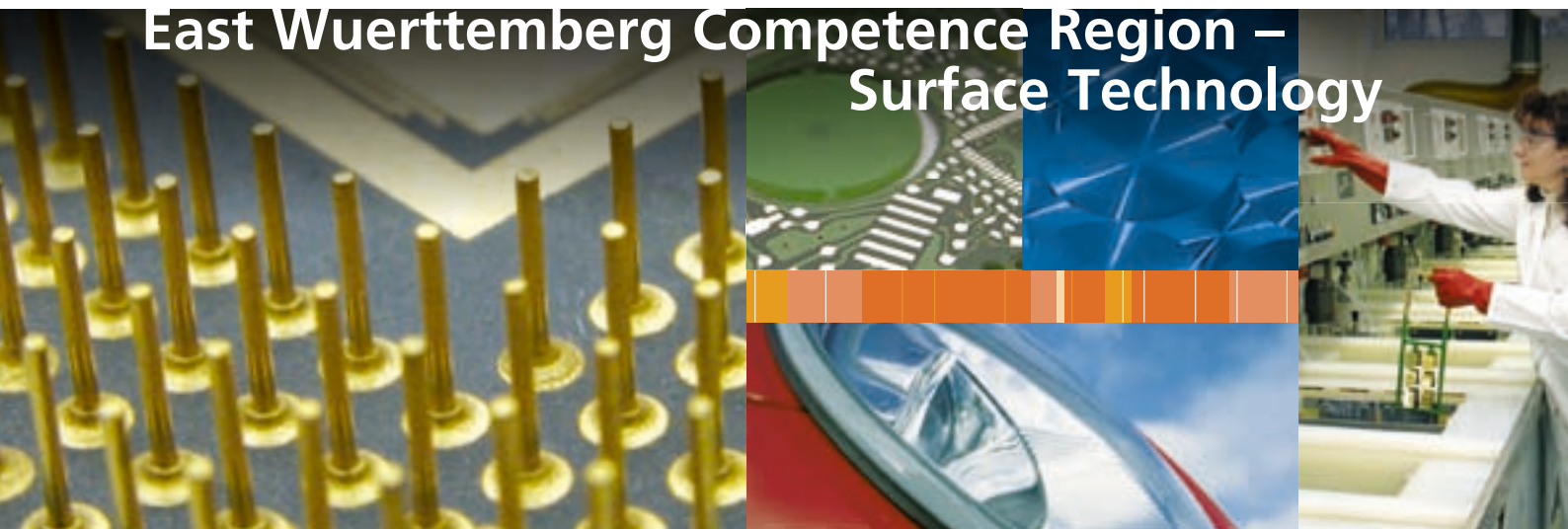
Together with our employees, we achieved a sustainable stability over the last five years. In the coming five years, the major task will be to adjust our company to the future. Herby, I separate two different fields: The first one are the traditional, haptic products that can be touched. A major part of our products consists of paper and cardboard which are effectively the carriers that transport our ideas and concepts. Here, we have to open up a bit more to electronics, because electronics does not only happen in the digital world, but more and more also in traditional products. We have already made several strategic partnerships and respond actively to the new requirements in the market. Furthermore, we have established a process of innovation management, which will make us more independent from ideas that are presented to us by random and which will enable us to develop more ideas inhouse. Besides this haptic world, there is the digital world. Currently, we are choosing a consulting company which

“With the company situated in Berlin or Munich, we would have another spirit in the company, in its products and in the people who make them.”

Karsten Schmidt, CEO, Ravensburger AG

will, along with our management, evaluate the possibilities if and how we can capitalize our content and our brand in the digital world. This is not easy, since there are still only a few profitable business models. The major models are currently — besides trading and auction platforms — models where downloads are offered or where communities are built up with the purpose to sell the access to the community later. Both seems to be difficult, due to the very short life cycles. What's 'in' today, can be out of date by tomorrow. ☼

East Wuerttemberg Competence Region – Surface Technology



The numerous research and transfer institutes, educational and training centres, associations and companies located in East Wuerttemberg, some of which operate and are known at international level, make it an important competence region in the field of surface technology.

The constant expansion of this technology cluster allows the region of East Wuerttemberg to offer investors an exceptional environment with compelling location advantages.

Find out more at

www.ostwuerttemberg.de

www.ostwuerttemberg.de/oberflaechentechnik

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The Story Teller

Florian Gerlach from Totems loves to entertain

The Story of

"Made-in-Germany"

Developing a technology is one thing. Being able to tell it as a story world-wide is another thing. In the art of enthusing the international audience with "made-in-Germany", Florian Gerlach has been a hidden champion for the longest time, together with his agency Totems in Stuttgart. He has already been overwhelmed with design-prizes, and since the Expo 2008 in Zaragoza, Spain, he is really in demand.

TEXT: Hans Gäng

Totems specializes in communication, the organisation of trade fair stands and exhibitions, the design of events and shops, graphic design and architecture. The success of the German pavilion, which had been planned by Totems and was realized together with Reinecke New Media on behalf of the Federal Ministry of Economics, was sensational. If the budget of the water expo had sufficed for advertisement in Germany, more people would have seen and understood how Totems turned the dry subject of technology and ecology into a flowing story for me, you, the business world and the world of politics. Germany was not all alone at the Expo. After all, it competed with the 106 participating countries for the interest of some 5.5 million people who visited the world exposition in the northern Spanish city.

Totems achieved an unusual international coup: the company, which was founded in Amsterdam in 1997, won the award for the best pavilion of the world exposition with its team from Stuttgart. And the Totems-team from the Netherlands came third in the ranking. The pavilion commissioner, Dietmar Schmitz of the Federal Ministry for Economics and Technology, cheered: "The golden award is a big honour. The visitors really liked the mix of adventure and information and it also convinced the jury."

Simply Wunderbar!

More than 550,000 visitors were captivated by the German pavilion in those 93 days, almost 6,000 visitors per day. It was simply the highlight of the world exposition. The long queues were the simple evidence for this. The visitors waited for three or four hours, at the weekends even longer, in order to go on the legendary ride: a round trip through the water channel leading to the central themes of the pavilion. This even enthused an official German press release: "The conceptual complexity, the sustainable depth in content, the gay and imaginative design, the aesthetic appeal of the architecture and the exposition's informative exhibits were able to convince the visitors of the German water competence. The Federal Republic of Germany demonstrated with the realization of the German pavilion that it is a splendid economic and creative location as compared to international standards. Wunderbar!" It is also "wunderbar" to speak with Florian Gerlach. Whenever he

is not travelling. And whenever he is not getting a bit nervous about the next pitch or the next big project, although he has a calming influence and is the inspiring example for his team which constantly works enthusiastically.

Florian Gerlach likes to tell what he sees and what inspires him. This never gets boring. Neither for the reporter in the Rote Kapelle café at the Feuersee in Stuttgart nor for his colleagues who consume Gerlach's China beer and China stories at the legendary table of the agency. The solid wood table at which the employees of Totems cook for the whole team twice a week.

European Design Goes East

In 2005, Totems discovered Turkey. In Istanbul, it didn't take Florian Gerlach long to understand the game of connections and the demands of the market. And he quickly found a partner who helped to satisfy the top customers at the Bosphorus. Gerlach was astonished to detect that Turk languages are even spoken in the areas at the Chinese border. And here, the man from Stuttgart didn't want to stop. In 2007, he took a short run before jumping over the Great Wall of China. So Istanbul and Beijing joined the branch offices in Stuttgart, Amsterdam and Paris. Totems is now a team coming from eight nations and twelve professions.

Gerlach is excited by the way how the consciousness for brands develops in China. The Chinese founder of the partner agency said: "We need European design." And he called for Gerlach. For both of them it was no question that the Chinese brands want to compete in the international market. And that they also have to do it properly. This is not only a chance for Italian designers and German engineers at the car manufacturer Brilliance but it is also a chance for Florian Gerlach. He learns about Chinese brand awareness during his stays in Beijing, which are getting longer and longer: "Not the creation is the champion there, but the perfect copy."

In Beijing, Gerlach prefers to contribute to the ongoing projects in a practical way, rather than lecturing on the Western views on brand experience: "I am a catalyst." As they fear that they might miss something during the discussions with the new CEO, the Chinese colleagues sign up for English courses in troops. Since Zaragoza, Florian Gerlach is in demand as a nar-

01 Florian Gerlach likes to talk about his work, not about his success — despite many awards he has won
Inka Ziegenhagen



01

02 The blog, www.totemspropaganda.com, gives further view on his work
Inka Ziegenhagen



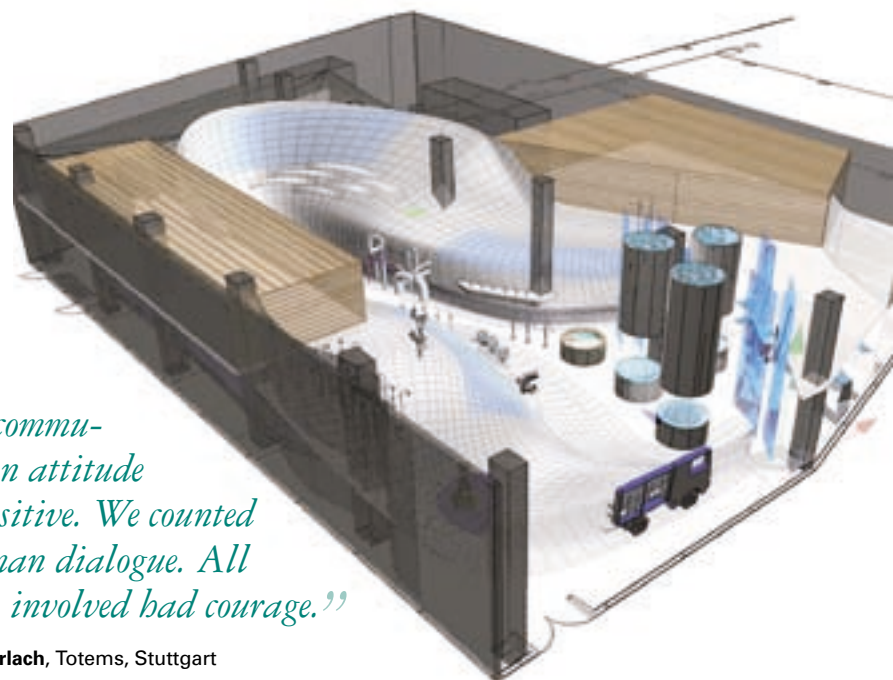
02

03 At Expo 2008 the pavilion won several prizes
Hamburg Messe und Congress GmbH

rator in front of the large audience. In the company-owned blog colleagues notice that Gerlach still prefers to convince matter-of-factly rather than holding forth about the agency's successes. Just as recently in Berlin, where he was asked to the lectern directly after three federal ministers in order to share his knowledge of the marketability of sustainable water technology. But he didn't lecture about Zaragoza and the

Expo. He simply talked about what had happened there. He only had a few notes that corresponded to the current communication tasks of the German economy. Sentences like this one: "A story was told. An attractive medium had been developed for this. We worked with tangible images. The communication attitude was positive. We counted on human dialogue. All persons involved had courage." ✨

03



"The communication attitude was positive. We counted on human dialogue. All persons involved had courage."

Florian Gerlach, Totems, Stuttgart



Global Player and Newcomer

On 11 November 2008, during a reception at the Neues Schloss in Stuttgart, the GlobalConnect Award for outstanding achievements in foreign trade was conferred for the first time. The event was hosted by the government of the state of Baden-Württemberg.

Messe Stuttgart

Global Winners

GlobalConnect award conferred for the first time, Baden-Württemberg companies among the winners

Two of the three winning companies are from Baden-Württemberg: the Bad Urach based Eissmann Automotive Deutschland GmbH received the prize in the category "Global Player" while rießler Vertriebs GmbH from Wolpertswende was able to convince the high-calibre jury and was chosen as the best "Newcomer". Reason to take a look at the prize winning companies, but also to introduce the highly qualified and no less successful nominees located in Baden-Württemberg.

Success with Fire Safety

Markus Rießler started out as a carpenter in 1992 by taking over the business his father had founded 40 years ago. Over the last six years Rießler has expanded the company's classical activities by including an area which has become increasingly important: fire safety. The strategy has proven to be successful.

Since then the number of employees has risen from five to 20, and in 2008 an imposing new building was inaugurated. Rießler specializes in gypsum fibre technology; this is used for wall and ceiling systems. The technology enabled Rießler to enter inter-

The Global Connect Award Nominees

"A Combination Customers Waited for a Long Time"

The 1998 founded effective GmbH is specialized in global marketing of products and services, with a special focus on Online-Marketing and Internet-Technology. One of the core competences is the sector of Online-Marketing, with all aspects including advertising through search engines, consulting, international Marketing, Web-analysis, sales strategies and training. Today, effective world group has additional subsidiaries in Shanghai and Ottawa. The new business model is international marketing, combined with distribution support, from one source. The company is based in Mannheim. ✨

Computed Tomography for the Industry

Josef Faigle and Peter Ernst see very clearly: Through their CT-technology, they can not only look at products from the outside, but also x-ray, measure, and analyze their inner life. Founded in 2007, their Quality Analysis GmbH is one of the first and already one of the largest suppliers of this kind of service in measurement and testing technology in Europe. So far, only universities and huge companies were equipped with this kind of facilities. Quality Analysis GmbH now also enables Small and Medium Enterprises access to this superior technology. The market still has to be created, but the starting point is excellent. ✨

Shop-Design for Good Business

Individual and distinctive office equipment is the core business of GANTER GmbH. With over 180 employees, GANTER INTERIOR assists and advises retailers as well as worldwide known brands, when it comes to realize concepts for store construction, brand staging, shop design, furnishing, and booth construction. The range of activities contains the entire project management, including the tender preparation, logistics, coordination and construction management until the turn-key handover. Besides the recently opened subsidiary in London, additional representations in North America and Asia are planned. ✨

national markets, for the first time in two years. Target areas are countries in the European Union, particularly those where fire safety regulations are quite strict, i.e. Slovakia, Great Britain, Spain, Luxembourg and, to a lesser extent, also Austria, Northern Italy and Switzerland. In view of a pending standardization of fire safety regulations by the European Union, Markus Rießler sees even more potential for the coming years, both for his concepts and the materials used. At present fire safety already accounts for 60 percent of the company's turnover, one third of which is realized abroad.

Know-how for Car Interiors

In just over 40 years, the small Swabian family business has grown into a company with global operations, a modern management and production sites in nine countries on four different continents. Although international expansion did not actually start until 1997 Eissmann Automotive has a global workforce of 2,500 employees today — 16 times the staff employed back in 1995. Eissmann specializes in car interiors, with a product portfolio ranging from trim components such centre consoles, instru-



Markus Rießler of Rießler Vertriebs GmbH received the prize in the category "Newcomer".

Messe Stuttgart

ment panels, arm rests and door assemblies through combines operating elements such as gearknobs, handbrake gaiters and shifter systems to complete trimmed systems. Eissmann Automotive enjoys an excellent reputation as a systems supplier, both for development and series production, for almost all of the well-known car manufactur-



The GlobalConnect Award "Global Player" goes to Jürgen Eißmann of Eissmann Automotive Deutschland GmbH.

Messe Stuttgart

ers. Quality customers service is ensured by established key account teams and flexible production teams ensure optimum flow of material and Delivery Just in Time (JIT) or Just in Sequence (JIS). The company is proud to comply with worldwide quality standards such as ISO/TS 16949 and environmental standards (ISO 14001). ☼

"Just the Best" since 1964

With a market share of 73 percent, Wiedenmann concentrates on the segment of attachments for compact tractors, which is too small to be covered by the original equipment manufacturers. The course of specialization is followed in the niche segment of attachments for lawn care done by compact tractors. Differentiation is successfully realized in the segment of highly innovative machines. Wiedenmann manages the production of small and medium batches. With the corporate philosophy "just the best", the company is on the market since 1964 and managed to expand its business partners worldwide constantly. ☼

Innovative Laboratory Centrifugals

Shortly after the foundation of the company in 1904, Andreas Hettich started with the development, production and distribution of centrifugals. Since then, the company has presented many innovations, such as the world premiere of a microprocessor guided centrifugal in 1976. More than 200 patents were filed up to now. Today, Hettich is one of the leading manufacturers of laboratory centrifugals. In the headquarters in Tuttlingen, about 250 employees work at the mission to remain and expand the international leading position. Research and development as well as production take place, here. ☼

Riding Consequently into Niches

Schlosser Holzbau is a perfect example for a company that became internationally successful by going consequently into niches. The company has a leading position in the sector of indoor riding arenas, horse stables and equestrian facilities, and is highly concentrated on building in an ecologic and energy efficient way. Through visionary thinking, a strategic approach, constant quality, in-house R&D, the consequent use of ecological materials, it has developed to prospering enterprise with now 50 employees. Other aspects are personnel management and qualification, a high rate apprentices, and an absolute service orientation. ☼



📷 Rupert Leser

Study and Work

2,500 young people study in the picturesque town of Ravensburg — at a unique university with direct links to companies.

TEXT: Fabienne Zintl

Studying with Companies

The University of Cooperative Education in Ravensburg is one of Baden-Württemberg's success stories



01

The academy has five locations in Ravensburg and one in Friedrichshafen

Berufsakademie Ravensburg

02

Good view: Studying in the pitoresque town of Ravensburg includes working in a company

Berufsakademie Ravensburg

03

Stephan Becherer from Offenburg first choosed the company he wanted to work for aspart of the dual model

Fabienne Zintl



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Considerable changes took place in the sleepy small town of Ravensburg with its picturesque Veitsburg, the Mehlsack tower and the Marienplatz in the centre of the town. Coming up to the 1970s, an economic upswing gradually reached the Upper Swabian district town. Neighbouring communities were incorporated, the town kept growing. Companies realized that the location close to the Lake of Constance was advantageous for business and moved to the area.

In the 1970s the town's growth seemed almost unstoppable. The period was characterized by opposites, on the one hand by a positive conservatism, well-kept traditions and the influence of religion, on the other hand — as a result of the growing industry — by modernity and liberal-mindedness. The small town in Upper Swabia coped well. Starting from 1974, according to the so-called "Stuttgart Model" Baden-Würt-

temberg saw the emergence of Universities of Cooperative Education, the "Berufsakademien", first in the cities of Mannheim and Stuttgart. Demand for places grew rapidly and for the Stuttgart location this soon lead to the opening of a new branch: the Berufsakademie Stuttgart openend its doors in Ravensburg on 1 October 1978, a foundation that was to trigger somewhat significant changes. The Upper Swabian town's 42,000 inhabitants were now faced with ambitious, open-minded students streaming onto the streets of Ravensburg. All of a sudden, the conservative, traditional town was confronted with a youth culture.

A Start with 43 Students

"The young people did Ravensburg good," remembers Professor Karl Heinz Hässler, who has been head of the University of Cooperative Education in Ravensburg since 2006. The university which is located in a rather rural environment started out with 43 students. Economics and technology were the fields of study on the curriculum at the time. Soon the university became very popular and in 1981 the number of students reached a level that turned the school from a branch into a university of cooperative education in its own right. That same year the University of Cooperative Education ceased to be an experimental model and was recognized as a regular part of the

Baden-Württemberg system of education. The choice of subjects on the curriculum was continuously and tremendously growing. In the following years tourism & business management, commerce and electrical engineering added themselves. The University of Cooperative Education was present in four different locations in the centre of Ravensburg as well as outside the town. Offering electrical engineering as a new course of study, the Tettnang branch made a significant contribution to the school's curriculum. On the occasion of the university's 10th anniversary, headquarters moved from Marktstraße to the former "Kreissparkasse" building on Marienplatz, right into the heart of the town.

01

Prof. Karl Heinz Hässler
welcomes the students

 Fabienne Zintl



01

02

This year 1,012 students took
up studies in Ravensburg

 Rupert Leser



02

03

The university started out
with 43 students

 Fabienne Zintl



03

› The next rungs on the ladder of success were climbed without delay. As early as in 1989 the degree of the university of cooperative education was set on a par with the degree conferred by the universities of applied sciences, the “Fachhochschulen”. The areas economics and technology began to offer specializations, making for a broad curricular offer; this went along with a very good and reputable dual studies programme. Local and national companies such as Landesbank Baden-Württemberg sponsored prizes for the best graduates and supported the institute. In order to keep pace with the high demand for places, another building was put at the disposal of the university in the centre of Ravensburg. In 1995, then Min-

ister for Science Klaus von Trotha declared the degree of the University of Cooperative Education to be equal to degrees from other universities, “berufsrechtliche Gleichstellung” was achieved. It was, however, not until 2004, 30 years after the foundation of the first university of cooperative education in Baden-Württemberg, that the University’s “BA” degree received nationwide recognition.

Today, with five buildings — a sixth is soon to come — the university is obviously present in the centre of Ravensburg.

28 Bachelor Programmes

The tale of the universities of cooperative education in the south is a true success story. More than 21,000 young people study at eight different “Berufsakademien” in the federal state with Ravensburg alone accounting for 2,585 students. This year there were 1,012 students took up studies in Ravensburg. The school in the Upper Swabian district town distinguishes itself as one of the largest and best universities of cooperative education in all of Baden-Württemberg, not least because it offers 28 different bachelor programmes, a broad spectrum particularly in the fields economics and technology.

Currently the university cooperates with over 1,000 companies — training students to become highly qualified personnel and the leaders of tomorrow. The number of

successful graduates is by itself eloquent: about 90 percent of the Ravensburg students earn a degree. Job prospects are excellent, too. 85 to 90 percent of all graduates have a job on the day they take their oral examinations.

An integral part of the “Berufsakademie” course is an international network that can be built through an internship or via a theoretical term of study abroad. Many companies give enormous support to the Ravensburg University in the respect. The university itself demonstrates an international outlook as well, there are visiting professors teaching at the school, and students come from various parts of Europe and South Africa. At the same time, great importance is attached to the co-operation with companies from abroad; there are ties

Studying with Excellent Perspectives

Business Link

Cooperative State University is an academic education that is tightly linked to businesses — is a success story in Baden-Württemberg. Dr. Dietrich Birk, Secretary of State in the Ministry of Science, explains the perspectives of a dual academic system.

INTERVIEW: Hans Gäng

What is the position of the Cooperative State University in the education system of the federal state?

The Cooperative State University will unite the eight ‘Berufsakademien’, the dual education institutes and the three company training centres of the state in a common state university from 2009 onwards. The legal position equal to our other universities

with companies all over Europe, particularly in Switzerland and Austria. A total of 45 international partnerships ensure an education of global repute. Another characteristic that makes Ravensburg special is the course relating to trade fairs which in this form is unique.

Sleepy Weekends

The Ravensburg University's excellent reputation goes indeed far beyond the boundaries of the state of Baden-Württemberg. At the same time, moving a few miles away from the centre of town, one finds oneself in an environment that would certainly not lead one to suspect crowds of students nearby. Fields and meadows, an agricultural scenery as far as the eye meets, dotted with small shops here and there. What makes

young people decide in favour of the 'Berufsakademie' of Ravensburg and turn their backs on large cities like Berlin and Hamburg?" On weekends nothing much is going on here," comments 20-year-old Florian Kumb who studies media and communications (digital media) in Ravensburg. The young man comes from a rural area near Frankfurt/Main; for him it was clear from the start that the dual study programme was his one and only choice. He was quite confident about ending up working for the television, so he went for it. The company where he works as part of the practical side of the programme cooperates exclusively with Ravensburg. The firm appreciates the quality and standards of the course. "At first I did not know where the place was, I had to look it up on a map..." Kumb adds

jokingly. He now feels quite at home there. Stephan Becherer, 20, from the Offenburg area is another, first-year, student who has settled in quite well. His path to the university was somewhat different from that of most other candidates. "I knew which company it was that I wanted to work for as part of the dual model," Becherer explains. Thanks to the long-standing good cooperation between the firm and the University of Cooperative Education, he was able to take up studies in the Upper Swabian town.

"The 'Berufsakademie' and the town of Ravensburg form a harmonious and very good community, all these young people are good for the life in our town. And the students generally do feel enthusiastic about Ravensburg," underlines Professor Karl Heinz Hänsler. ☼

will correspond to the high level of education for the 23,000 students.

What is the advantage of the Cooperative State University?

The types of universities are different but equal. At the Cooperative State University, the companies choose the applicants. The applicants normally have clear expectations for the companies and the contents of their vocational career. The number of candidates is much higher than the number of college places. A significant advantage is also the shortened duration of study and the greater practical relevance. The alumni are being introduced to their occupation. A recipe for success, as 85 percent of the students are taken over by the companies they are studying with.

Does this have an impact on other universities?

Practical relevance is appreciated everywhere. The ideas of a Cooperative State University education that have been demonstrated by 'Berufsakademien' were picked up by other academies. Universities and universities of applied sciences have



 Inka Ziegenhagen

"Two advantages of that university are a short period of studies and the greater practical relevance."

enlarged the practically oriented phases. Nowadays, the education in Baden-Württemberg is, all in all, more practically and job oriented.

How does the recognition of the Cooperative State University function abroad?

We are going to enlarge the international cooperation network with partner academies. In Asia, Eastern Europe and America, but especially in the Arab world, there is great interest in dual education. We have gained momentum due to the academic recognition of the degrees according to the ECTS credit system. Thus, the Coopera-

tive State University will be a homogenous partner in the community of academic education.

How will companies benefit from that development?

The companies will have staff members with a good theoretic knowledge, who are involved in the on-going business through internal projects. Global operating companies can offer practically oriented phases abroad. At the Cooperative State University, a practice phase can be added to an education phase abroad. This mixed system will have a great international future. ☼

The Graded Hits

Sounds of Mannheim

Good pop music is born on the streets. At least according to the hip music press. In Mannheim one can only laugh about such a statement. With Germany's first Pop Academy they want to prove it wrong.

TEXT & PHOTO Inka Ziegenhagen

The post-industrial kids of Mannheim are trying to find their way into the glamorous niche of pop music — they study it.

Those were cheerful days. Germany's first pop school was to come to Baden-Württemberg, Mannheim, to be more precise. Politicians held witty, impressive speeches, everybody was in high spirits. Erwin Teufel was awarded the Bavarian rock music award "Pick Up" for his commitment. And during the formal opening ceremony one of the very big names in the German music business, then CEO of Universal, Tim Renner, broke the ground. Those who were intrigued and searched the web for information on the Academy ended up on the site of a private — Stuttgart-based — music initiative. This was regrettable but did in no way cast a cloud over the prevailing buoyant mood. Pop was and is business, and now there was a place to study it. This was back in 2003. This year the Pop Academy celebrates its fifth anniversary. Congratulations from the editors! By now the first four generations of students have bachelor degrees in pop music and pop business in their pockets. The mood in the music business though is no longer that rosy. Large

record companies complain about plummeting sales due to pirate copies, everybody has to cut costs. The bubbly mood has lost its bubbles. Bad times for young musical talents in Mannheim? Does the pop B.A. guarantee a job? And is pop star a profession that can be taught and learned?

Currently there are around 200 students going through a 3-year-course at Hafenstraße 33 in Mannheim. Those who want to become singers, songwriters, instrumentalists or producers study pop music design. The remaining 80 students want to work as event and label managers, marketing experts, artist developers and community managers on the utilization side and follow the music business course.

The two managers of the Academy know both areas very well. For years, Prof. Udo Dahmen used to play the drums for Sting, Nina Hagen and Gianna Nannini. Prof. Hubert Wandjo's c.v. looks similarly impressive. He used to hold managerial positions in large record companies like Sony Music Germany and Columbia. For Warner

Music Germany he managed East-West Records GmbH while, as a sideline, teaching at the Baltic Business School in Sweden.

The two of them share tasks. Dahmen is in charge of the creative side and is also director of studies for the music students while Wandjo is responsible for the business side and manages the business course. "Art and marketing simply go together," explains Dahmen. And this applies above all to the students.

For the basic study period Mannheim has introduced a series of lectures, the so-called theme course. Each term students have to attend two of these courses, one of them focussing on the artistic part, the other one on business. They are for both music and business students.

The Sixty-Four-Thousand-Dollar-Question

Three years are a relatively short period of training, hence there is no beating about the bush in Mannheim. The first theme ›



*Edgar Berger lectures on the future
of pop business. Jan-Simon is a man of action.
He takes matters into his own hands*

01

Waiting for Edgar Berger. Students benefit from the Academy's first-class contacts



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700 young talents apply every year to study at Germany's first Pop Academy. 630 are rejected



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Baseline, verse and then the bridge. This is not a place for Dieter Bohlen style run-of-the-mill songs



03

› course is called “How to produce a hit” and asks the crucial question in the highly competitive music business right from the start: so how do you produce a hit? Udo Dahmen laughs. “Well, actually there is no magic formula for the perfect hit, but we do know the tools to do so.”

The theme courses are set up as a series of lectures. For three weeks, various experts from the music business work with the students on different aspects of a topic, covering the entire process of song production. They start out with the idea about a song, going on to writing the lyrics, composing the music until the CD is produced and available in the shops.

Just a Normal School?

Today it is media expert Stefan Weinacht who lectures on the music press in Germany. What then does a lecture at the Pop Academy look like? Well, it actually is no different from lectures at other universities. The lecturer uses powerpoint presentations to explain the typology of communication interactions, students paying more or less attention and in the end students will have to prove their knowledge by sitting an exam. “Applying knowledge alone is not enough. Students have to master technical terms and definitions, too. Otherwise points get deducted.” After a lot of theoretical explanations and a brief admonishment Weinacht tells some stories of life out there — Germany's first university for popular music does emphasize that its courses are practice-oriented. For the musical offspring tips from people who have gained practical experiences, like dealings with the music press, are worth their weight in gold.

By German standards the way people at the Pop Academy interact with each other is somewhat unusually casual. Lecturers, professors, staff and students all use first names when talking to each other. “We use first names for visiting lecturers, too. They just have to get used to it,” explains first-year student Bruce Klöti grinning. Being a student at the Pop Academy is a full-time job. Bruce has got little time for anything else — right now a rehearsal with the band is on

“You have to see the region as a whole. Travelling from Mannheim to Heidelberg does not take you any longer than a trip from Hamburg-Eppendorf to Reeperbahn.”

Prof. Udo Dahmen, Creative Director of the Pop Academy, is taking a firm stance:
Subculture in the Mannheim region should not be underestimated

the agenda. In Mannheim playing in a band is not just an activity that is nice to have, but compulsory, at least for most pop music students. At the start of every term, songwriters present their songs in public, during a band exchange forum in front of the plenum. Musicians and songwriters connect in line with musical tastes and set up bands accordingly. “Sometimes constellations last two years, in some cases just two weeks,” explains Dahmen. “When the band is complete rehearsals start. After three weeks the first band coaching with a lecturer is due. And at the end of the half-year term at the latest, things start getting serious. During a 20-minute live concert the young musicians will have to show what they have learned in terms of composition and performance. And the concerts get graded, just like other, theoretical subjects.

Does this mean that you have to have produced a hit in order to get a good grade? Udo Dahmen counters with ease “My favourite slogan is: the avantgarde of today is going to be the mainstream of tomorrow. That is, pieces that today appeal to a small group on the alternative scene might become a success on a very large scale tomorrow.”

Not Run-of-the-Mill

This is the bass player's first rehearsal with the band. Last week it was another musician who was giving the base line, but he has dropped out. The drummer makes the sound check, Bruce explains to the newcomer what he has to play. The sound equipment is playing up and screeches, time to get handkerchiefs or earplugs out. “Base line, verse, then bridge, okay?” Bridge? “Ya,” explains Bruce, “we don't want to produce Dieter Bohlen style run-of-the-mill songs. Bridge means a varying interlude that adds suspense to the song.”

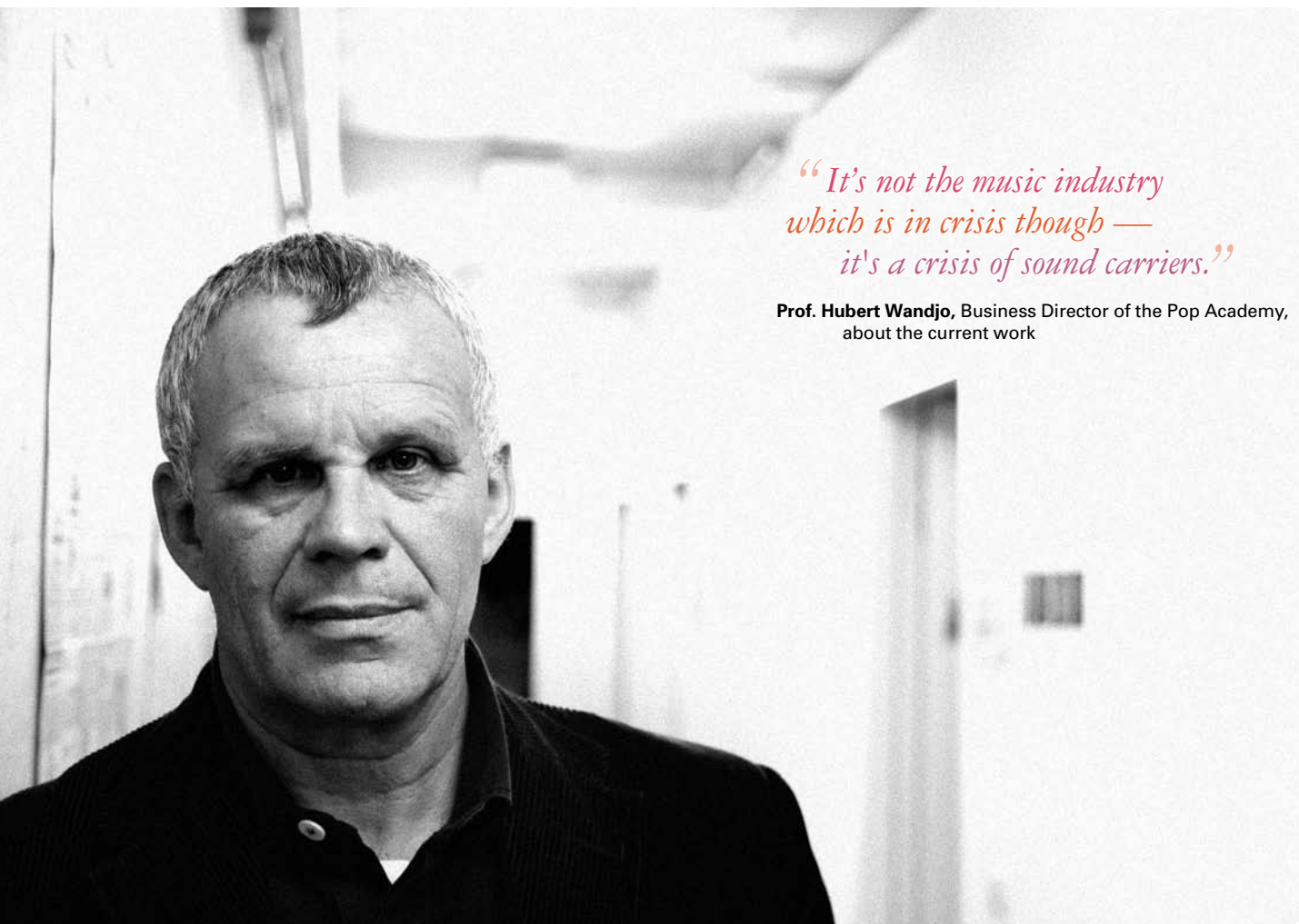
Bruce was eight years old when he started to learn classical guitar. For a long time the Swiss student did not really want to risk the step towards the professional music business. Too uncertain, nothing proper, no perspectives. At the conservatories in neighbouring Switzerland choices are restricted

to classical music and jazz. On top of that selection processes are rigorous. There are private schools, but they put a price on the easy entry. Becoming a sound technician might have been an alternative for Bruce. But when he applied for an apprenticeship they did not want to take him — because he was too good. “When the manager listened to my recordings he just said that he

thought I would be wasting my talents just doing the controls”, remembers Bruce. The sound technician did help him though — by telling him about the Pop Academy in Germany.

The Pop Academy receives as many as 700 applications every year. The lucky candidates that are accepted need to possess a university entrance qualification and have >





*“It’s not the music industry
which is in crisis though —
it’s a crisis of sound carriers.”*

Prof. Hubert Wandjo, Business Director of the Pop Academy,
about the current work

› to have at least two years of practical experience. No chickenfeed. So those who want to become pop musicians in three years actually need to have done excellent groundwork before they are allowed to start. Mannheim puts the finishing touches and provides the necessary know-how to earn the bucks in the music business, an industry that has been hit hard by the record crisis. Because this is what it is about. No later than three years on the young professionals will get to the point where they will have to pay the rent with their music. And this can be “damned hard”. Udo Dahmen is able to tell a thing or two about that. This is why they want to prepare students as well as possible for the challenges that lie ahead.

The Pop Academy does not see itself as a hit factory. “Its aim is to provide solid education and training”, explains Hubert Wandjo. The students are being taught the musical trade. And they can make a living

off that, they just have to know how. And this is what the two managers and their lecturers want to teach to Bruce and his fellow students, and not just by giving out anecdotes from life out there in the music business.

In Mannheim to be practice-oriented means mainly one thing: to make and commercially utilize music under real life conditions, for example during the international week of singing and songwriting which aims at developing students’ skills to write songs. An international team of lecturers supports them on the occasion. The tracks are not just produced so that students get practice. Compositions are ordered by real labels like EMI Music Publishing, so this is a chance for students to participate in international pitchings.

Doing project team work, students of both courses create image concepts for their bands which are then marketed together

with lecturers and the school’s own booking agency. And by doing so they earn real money, too.

Networking the Mannheim Way

The Mannheimer’s secret of success, for which they are known in the federal republic, consists in first-class contacts in the business arena. These contacts exist not only thanks to Dahmen and Wandjo, they go back to former Universal CEO Tim Renner and Xavier Naidoo, Mannheim’s most famous son. Both of them were convinced by the concept. Lecturers like Paul van Dyk, Smudo or Mousse T followed. What is more, a number of alumni now work with the big record companies, as A&R (Artist and Repertoire) managers they look after bands and soloists. One of their jobs in A&R is to act as musical talent scouts. And there, the obvious thing to do is to have a good look around where one started oneself,

musically speaking. Sebastian Hornik, today Director of Corporate Communications at Sony BMG, also knows the Pop Academy from earlier days. As the Academy press officer he used to be in charge of PR at the school. He was back for a visit of the Academy in November and came accompanied by his recently appointed principal Edgar Berger, head of Sony BMG Deutschland, a Bertelsmann subsidiary.

"Make Good Use of it"

Yet the best contacts are only as good as the use that is made of them. Most students know that. "You have to make a decision: You can just study here or you can make good use of it," explains Jan-Simon Wolff to first-year students. He is about to finish his studies and has seized the opportunities available. "I knew that I'd have only three years, and that I would have to use them. This is a chance in a lifetime." Jan-Simon studies music business and he is a real go-getter type. In the first term he set up an agency with a fellow student. To build the firm, the two served the obligatory internship in their own company.

Unlike Bruce, Jan-Simon knew early on in his life that he wanted to work in the music business. He owes his bachelor degree to his mother who had read about the Pop Academy and encouraged him not to drop out of school. He did the two years of obligatory practical work at Emergenza, the largest newcomer festival worldwide. "I was involved in everything and basically had to do everything there, I was the boss of the roadie and the roadie at the same time."

Those Days are Over

The Mannheim experts may well know the tools for success, yet are good contacts and a practice-oriented concept good enough? After all, with sales plummeting, chances for a job in the sector are dwindling, too. Hubert Wandjo is relaxed and corrects "Sure, in the early days once you were famous you could make a couple of million euros with the CDs you sold. Those days are over. It is not the music industry which is in crisis though

01

Bruce has not quite settled in yet. His day-to-day life is divided between dorm, Academy and pizzeria



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02

No different from other schools: Mastering technical terms is part and parcel of the course



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For most people music business seems to be the big, wide world. But actually it is not like that



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but it's a crisis of sound carriers. It's simply a billing problem." And this problem could present the big chance for the Mannheim business students — provided they learn how to master the digital world. "Sooner or later the record companies will need staff who are digital natives." And this is what pop students are trained to become. Mannheim does not only offer classical lectures on business management, seminars about audio branding and concert planning, the curriculum also includes artist development in the digital world.

My Baby Wants to Eat Your Pussy

The c.v.s of the Academy's former graduates prove the success of the ambitious concept. At Four Music Michi Stockum is looking as A&R for talents, Marc Awounou records the new Rosenstolz album while Alex Grube goes on tour with Sara Brightman. And then there is, of course, the band, one of the Academy's showpieces. The name alone is sensational enough. With their songs ranging between radical romantic and glam rock "My Baby Wants to Eat your Pussy" have been successful in various contests. Early on in their career — they began 4 years ago — the band played as a support for well-known artists like Jethro Tull and Söhne Mannheims. Later quite a number of gigs, some of them abroad, added themselves. In 2007 alone, the band gave nearly 60 concerts, winning many fans and also

an otherwise serious music press with their with idiosyncratic, strident and forceful shows. Udo Lindenberg, arguably the most famous fan of the band, summarizes: "This band is magic, it just never stops to surprise."

It is not just on the musical side where the band with the striking name stands out on a musical scene which is otherwise characterized by a pronounced lack of ideas. The band also offers a firework of media effects, and they also have their own radio and TV stations. Each and every TV spot, music clip, jingle or animation, everything is produced by the band themselves: glamorous, unconventional, shrill, trashy, funny and fast. Simply pop. Ah and yes: the band produces a magazine, too.

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"You can just study here, or you can make good use of it", explains Jan-Simon to first-year student Bruce



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Udo Dahmen and press officer Matthias Krebs eyeing up the new building



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Being booked for a canapé buffet reception is also part of the pop business



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open-minded, not restricted in their thinking. Through RegioNet, for example, the Academy wants to build a pop culture in all of Baden-Württemberg; the initiative is supported by various partners like the Pop-Netz Karlsruhe and Popbüro Region Stuttgart. Thanks to MU:ZONE Europe pop students are able to take part in exchange programmes with other pop music schools abroad.

Sounds of Mannheim

Pop music does not necessarily have to be born in the streets but can actually be learned within a professional environment. This is a fact that Mannheim lecturers and students have demonstrated to the critics. But why is Germany's first and foremost pop academy located in a town with just about 300,000 inhabitants and a club scene one does not hear of very much at all? Udo Dahmen is from Hamburg and knows the merits of his native city. Yet for him Mannheim is no less attractive, it all depends on your vantage point: "Well, yes, the small clubs are still underrepresented. But then one has got to see the Rhine-Neckar region as a whole."

True urban city life alone, like in Berlin, is not sufficient. This is also what a recent survey on Germany's most creative cities, realized by Roland Berger, shows. Berlin does have a pronounced subculture but lacks the necessary economic basis. Mann-

heim with its local companies, some of which are partners of the school, can in turn offer that. Besides, qualifying as a "Ziel-2-Projekt", it was possible to procure substantial funds from the European Union for the former harbour area of Jungbusch where the Pop Academy is located.

It must also be said the Pop Academy owes its existence above all to the town of Mannheim. Unlike some of his colleagues elsewhere, Lord Mayor Dr. Peter Kurz does not need to be put in the picture about the names of local musicians, for these are being presented on the town's official marketing website. And which other towns nominate a radio DJ and former music editor as their official representative for pop affairs, or have a song written for the 400th anniversary of the town? (Not too many.) As a matter of fact, to become the federal republic's music capital is the declared aim of the town. To this purpose a plan has been worked out that is now setting a precedent. The "Mannheim Model" is a wholistic pop network that in its core consists of three elements, the Pop Academy, support by the municipality and the "Musikpark" that was opened in 2004.

The "Musikpark" encompasses an area of 4,300 square metres on which one of the most modern digital recording studios, as well as seminar rooms and other studio areas are housed. Subsidized rent, individual advice, an attractive infrastructure and short distances to other companies in the building have convinced 40 companies from the music business to set up offices in the "Musikpark".

Close cooperation between the individual companies is another secret to success of the town of Mannheim. It is no coincidence that the "Musikpark" is situated in Hafenstraße — right next to the students' hall of residence and in the immediate neighbourhood of the Pop Academy. And this is where recently, once again, it was time for champagne bubbles. The extension building was inaugurated, with a host of VIPs, witty speeches and, of course, background music. Good, solid pop music from Mannheim. ☼

› But things aren't always as hot and trendy as that. They are certainly not when one of the Mannheim bands are booked for a canapé buffet reception. "That is also part of the pop business," comments Beril of LaFuso. The band is under contract with the Academy-owned booking agency and benefits now after graduation from the school's contacts. "The Pop Academy just seems to know practically everybody under the sun, and if you put your shoulder to the wheel and work you do get support."

This holds true not only for the students but also for bands outside the school. Projects such as the Bandpool, the Clubaward or the BASF SE-sponsored School of Rock also support and coach external bands and pupils. The Mannheimer are

How to Cope with the Crisis

“Only some skills can be learned”

High Level Visitor

Within the Pop Academy's event series Open House, Edgar Berger, CEO of Sony BMG Music Entertainment (Germany), lectured about how to manage current challenges.

Mr. Berger, why does the German music industry need a Pop Academy?

The Mannheim Pop Academy is the only establishment of its kind in Germany that teaches popular music, both the creative and the business sides of it. The academy's good reputation goes to show that the concept has been successfully received by the market. This year the Academy celebrates its fifth anniversary and it has been supported financially by the state of Baden-Württemberg since its inception — this proves the success of the Pop Academy.

What are the experiences of the music industry with the graduates?

Over the past few months we have employed

graduates of the Pop Academy in the areas A&R (Artists & Repertoire). There are also students of the Academy who work with us as interns. As a matter of principle, they get a positive start with us — the fact that they come from the academy means to an extent an early round of applause. We know that all of them were thoroughly examined when they applied with the academy. Also all students have already worked for at least two years in the music business. This is one of the prerequisites to be accepted into the school.

Yet none of this can provide the guarantee that the applicant gets a significant lead ahead of other applicants. Having graduated from the Pop Academy gives a good ›

“Having graduated from the Pop Academy gives a good headstart, but is no guarantee for future success.”

Edgar Berger, CEO SONY BMG
Music Entertainment (Germany) GmbH





> headstart, but it is no guarantee for future success.

From what backgrounds do applicants come who are not graduates of the Pop Academy? Is the share of people entering the business with a different professional background as big as people tend to assume?

As a matter of fact there are very few applicants coming from other areas, all of them have already worked in with music in some way or other, there are, for example DJs that have moved on to A&R or former producers. Sometimes people who love music apply, they get in via an internship and gradually develop in this direction. There simply is not one single solution to a career in the music business. Just look at my c.v. It is a business that lives by a learning-by-doing attitude. You have to be personally committed and, of course, love music.

Let's take a job in A&R. What sort of qualifications do you ask for from people who apply?

Somebody who works in A&R needs to have an ear, as we put it. This ability is also a mark of distinction. They have got to be able to recognize what sort of music is going to become a hit. Apart from that they need to be able to assess artists correctly, i.e. the environment, the ability to write songs and, of course, the quality of live performances. For the musician the A&R person is the first contact. And good personal contact can become the decisive factor.

All of this are skills that students cannot necessarily learn.

Right, only part of it can be learned. You need a certain talent to start with and open-mindedness. You can sometimes train this, but these tend to be exceptions.

What are the abilities and knowledge you ask for as a potential employer that students of pop music can acquire in Mannheim?

Experience is all-important. Working intensively with songs and artists means that one gains experience. Then there are internships, an exchange with professors and oth-

er students and of course, practice-oriented projects. All of this are important elements. And these can definitely be acquired in Mannheim.

Thinking about the big record companies, one is also made to think of big stars like Shakira and Celine Dion. Yet the Pop Academy does not see itself as a hit factory. What are the chances for students graduating with a degree in pop music design to be taken under contract with you?

When it comes to taking artists under contract, all that matters is how good and talented they are. We want to know how they differ from other musicians and whether they will be able to assert themselves on the market. It is irrelevant where they come from. I am sure that bands from the Pop Academy will continue to present themselves to our A&R people and that they will do well and make it through to our selection procedures.

Where do you see the music business in three to five years? And how can young musicians earn money despite falling sales figures for CDs?

The digital market share will be significantly higher than it is today. We expect a market share of 30 to 40 percent in five year's time. It seems to me that the business has a chance to grow again, for example through new business models. All of my colleagues, also in other record companies, are working hard at it. This year at Sony BMG sales figures will go up. So this shows that it is possible. But it is an arduous path.

What can young musicians do to be successful?

They have got only one chance really: they have to convince their fans, and they can do that only by playing live music.

Do you play in a band yourself?

(Berger laughing) My musical career is quite classical: guitar, recorder, piano. And I stopped when I was 17.

Mr. Berger, thank you for the interview.

*“Young musicians have
got only one chance really:
They have to convince their fans.”*

Edgar Berger, CEO SONY BMG Music
Entertainment (Germany) GmbH



**Global Learning
in Mannheim**

InWEnt — Capacity Building International is a non-profit organisation with worldwide operations dedicated to human resource development. Every year, InWEnt counts over 55,000 managers and specialized workers from developing and transition countries in their programmes. The training centre in Mannheim plays an important role.

 InWEnt

Developing Global Players

Capacity building at InWEnt

Different capacity building programmes of InWEnt are directed at specialist staff and managers as well as decision-makers from business, politics and civil society from all parts of the globe. Certain parts of those programmes run on international human resource development are staged in the training centre in Mannheim. Those are advanced training programmes for junior managers from the technical and vocational education and training systems of partner countries. Under the banner of “sustainable business development”, its work focuses on questions of technological cooperation, sys-

tem development and management in the field of technical and vocational education and training (TVET).

The aim of the Division's programmes is to make a lasting contribution to economic and employment promotion in the various partner countries through the promotion of technical and vocational education and training. This process involves InWEnt responding continuously to changing conditions and developments (lifelong learning, the importance of the informal sector, the growing importance of ecological aspects relating to technology transfer, etc.) and adapting or revising the programmes accordingly.

Some of the main current projects are work and employment promotion in Middle East, North Africa/Maghreb and Central Asia, support for reconstruction work in Iraq or promotion of labour market oriented vocational training in Southern and Eastern Africa. In the context of promoting socially- and ecologically-oriented vocational training, e.g. virtual learning communities, blended learning programmes or macro-control and management of educational processes will become increasingly important.

InWEnt also provides German firms with ways of becoming involved in vari-

ous partner countries to the benefit of both sides and promotes public private partnership (PPP) projects that unify economic, social and ecological objectives. Nandun Amarasinghe is training supervisor at Diesel and Motor Engineering Co. Ltd. in Sri Lanka. He took part in the PPP-programme “Emission Protection 2006-2007” by InWEnt and Daimler in cooperation with the International Institute for Vocational Training (IfB). The programme was based on the low emission technologies of new engines, and the participants additionally had the chance to improve their teaching methods. Nandun Amarasinghe for example learned how to make a lesson plan for the syllabus in his company, which was required to receive the ISO 14000 certificate last year.

During his stay at Mercedes Benz Heidelberg, he also had the chance to create a useful network with other participants, German institutes and companies. “I’m always in touch with my partners and my friends. I receive new information from Daimler Indonesia and Daimler Malaysia. I receive new information about New Mercedes Diesel engine from Mercedes-Benz Heidelberg.” Nandun Amarasinghe is completely satisfied with his training programme: “This was the best training programme I ever had.” He is now part of the very active alumni network of InWEnt, a platform for learning, information, and communication, guaranteeing the sustainability of training and dialogue programmes.



Nandun Amarasinghe is completely satisfied with the training

 InWEnt

Further Information
www.inwent.org



Planned Success?

A club from a small Baden-Württemberg village wins the hearts of the fans with their style of football characterized by quick passing and attacking. From third division to the Bundesliga in two years: coincidence or planned success?

TEXT: *Stefan Brunner*

 TSG 1899 Hoffenheim

Smart and Young *The Hoffenheim miracle*

Actually England and Italy are said to be the El Dorado for football patrons. Take the jack-of-all-trades Silvio Berlusconi, media tycoon and Prime Minister of Italy, entrepreneur and owner of AC Milan. Or Roman Abramovich, Russian oligarch and owner of FC Chelsea, one of England's top clubs.

Dietmar Hopp also spends millions on football. But this is about the only common trait between him and his "peers". While Berlusconi and his like are on the hunt for established stars such as Ronaldinho or, just recently, David Beckham, the co-founder of software giant SAP invests in young and adaptable players. While only the name counts in Milano or London, Hoffenheim emphasises the ability to develop talents. This concept helped the club rise from the bottom of the German football league system to the Bundesliga between 1990 and 2008.

Kickoff to Life

Behind this success there is a plan which is closely connected with the patron Dietmar Hopp. With his foundation — launched in 1995 and among the largest private foundations in Europe, having distributed more than 180 million Euro for charity since its foundation — his son supports medical and social institutions in the Rhine-Neckar metropolitan area and promotes school and university education as well as youth sports. For the benefit of youth development work Hopp spends more than three million euros annually for the association "Anpfiff ins Leben" (Kickoff to Life).

The first time the concept reaped some rewards was when the under-17 team of TSG 1899 Hoffenheim became German champion in 2008. Hopp on the other hand keeps emphasizing the importance of their integrated approach which is meant to provide their young players with all tools required for life outside the football pitch. "The region gave me a lot. I want to give something back," says Hopp who along with TSG Hoffenheim, the club of his younger days, supports many other teams in various kinds of sport, among them the German ice hockey champion Adler Mann-

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Football revolutionary
Bernhard Peters demands
maximum creativity and
flexibility from the players
TSG 1899 Hoffenheim



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Dietmar Hopp, co-founder
of software giant SAP,
supports many teams in
various kinds of sport
TSG 1899 Hoffenheim



02

03

The under-17 team of
TSG 1899 Hoffenheim
became German champions
in 2008
TSG 1899 Hoffenheim



03

“On the one hand we want to set the course for securing the long-term footballing success, on the other hand shape our football school with the help of our integrated talent development in a way that a spirited offensive football culture is allowed to grow.”

Dietmar Hopp, co-founder of software giant SAP and patron of TSG 1899 Hoffenheim

heim or the handball Champions League participant Rhein-Neckar Löwen. The four elements of this integrated development concept are sport, school and profession as well as social and cultural affairs. Five youth development centres serve to lead talented young players to the professional footballing stages. Along with the training work and the facilities the youth development concept also provides coaching to ensure educational and vocational progress as well as support the social competence of the youngsters. Networks with neighbouring universities, research and science institutions as well as with international companies in the Rhine-Neckar metropolitan region are formed to aid the concept.

Integrated Talent Development

“We have two goals which are directly related to each other: On the one hand we want to set the course for securing the long-term footballing success of the club, on the other hand shape our football school with the help of our integrated talent development in a way that a spirited offensive football culture is allowed to grow,” Hopp says about his youth development concept. The latter seems to have been achieved already if the play and results of the first third of the 2008/2009 season are anything to go by: With their refreshingly fast football Hoffenheim holds the top spot in the standings and increasingly attracts supporters

throughout the entire country. While at the beginning the club had ironically been dubbed “Hoppenheim” or “test-tube club” by their opponent’s supporters because of the financial support provided by Hopp, the emphasis has shifted to praising the concept. Another football celebrity has long been convinced of this kind of concept. The former Germany coach Jürgen Klinsmann has called it unique in the country and pioneering.

Hockey Provides Development Aid

The man behind the concept is Bernhard Peters, who Jürgen Klinsmann had wanted to install in the technical director role at the German football association Deutscher Fußball-Bund (DFB) in early 2006. Peters’

huge success in hockey, where he won five world championship titles, is based on expert knowledge in the areas of psychology, performance control, nutrition and prevention. In addition he supervises meticulously prepared and multifaceted training sessions which require maximum creativity and flexibility from the players. At the time Klinsmann failed to overcome the resistance of the traditionalists within the DFB.

Top Managers look to Hoffenheim

A stroke of luck for TSG 1899 Hoffenheim indeed. They were able to win over the football revolutionary Peters in October 2006 as Director for the promotion of sport and young talent. His philosophy of how to lead high-performance teams which he also has published in his book “Führungsspiel” (Leadership Game), has made Peters a sought-after expert for top managers in the economy.

But back to the Hoffenheim talent concept. Some critics say with a view at the current team that the club would rather buy stars from Brazil than rely on their own youngsters. In an interview with the German football magazine Kicker Peters refuses to accept this point. “At the TSG, talent development has not been developed on this level for long enough. But in two or three years we will see if we have done a few things right.” If only the German championship doesn’t get in the way. ☼

International Management

The School of International Business and Entrepreneurship at the Steinbeis University Berlin sets accents. The post-graduate Master of Science qualification program in International Management has been developed for a new elite: The future belongs to young globalists!



Steinbeis

Planned Global Careers

Studying the language of global economy

Innovation, growth and globalization — these key concepts characterize today's economy and make original, competent and motivated employees an indispensable component of modern business concepts. The nationally certified post-graduate Steinbeis University Berlin (SUB) is one of Germany's largest business schools and at the same time, a synonym for competence-transfer between the academic and the business worlds. Its project-competence academic programs are designed precisely to meet these challenges.

The School of International Business and Entrepreneurship (SIBE) is one of the largest internationally oriented Schools in the SUB. Its primary focus is recruiting and qualifying the next generation of managers and executives, as well as providing consulting services to companies. In the area of qualification, its MBA, M.A. and M.Sc. programmes support companies in the development of new markets and realization of new market chances. In 2008, SIBE

started a new round of its Master of Science in International Management (M.Sc.). 50 young students will acquire profound knowledge and learn suitable methods for developing future-oriented solutions. In addition, they will implement these in the companies where they work full time and simultaneously do their projects. After two years of study, the reward for the students' successful performance in practice-relevant tests, economic analyses and team-oriented transfer work will be the internationally renowned degree "Master of Science".

Currently, nearly 70 percent of all graduates are offered jobs in the companies where they have worked — e.g. Daimler AG, Alstom Deutschland AG and BASF SE. They move into leading positions in project management, sales or management assistance. The Steinbeis University Berlin's Project-Competence-Course offers cooperating companies the opportunity to qualify young talents with management potential. "With our Project-Competence-Studies we bring

"Those studies are an ideal opportunity for prospective managers to show their competencies by realizing strategically important projects for their companies."
Prof. Dr. Werner G. Faix,
Director SIBE

together companies and high potentials to design their future", explains Prof. Dr. Werner G. Faix, Head of SIBE. The idea of "Young Managers for Growth Projects" is prevailing: In addition to its nearly 2,000 graduates, the SUB has some 3,000 students who are currently working as junior managers in around 500 partner companies throughout Europe, especially in industry and service.

Transfer of Theory into Practice

The primary idea is, that seminar content flows directly into company practice. Seminar content thus flows directly into company practice. Seminars ensure that students develop knowledge in the most important economic fields of competence and learn about important management instruments and soft skills.

The M.Sc. International Management program developed at SIBE has received a great response from all involved: students, companies and teachers. Due to the high number of applicants, SIBE selects the best candidates. For companies, this likewise means that we have made an excellent pre-selection for vacancies that will be very hard to fill during the expected "war for talent". The post-graduate M.Sc. International Management degree underscores the significance of foreign trade and globalization chances for companies of the world-champion exporter. Companies increasingly need qualified junior managers to guarantee a sustainable position for their company in the context of global competition. Simultaneously, more and more companies use the M.Sc. International Management to increase the company loyalty of their own employee. The quality of the M.Sc. International Management program is ensured by its unique faculty, which consists of first-class professors working together with business and industry experts.

The SIBE and its unique study concept as well as the methods conveyed in the M.Sc. develops successful, competent Young Globalists who will actively shape the successful future of your company. The future belongs to Young Globalists! ☼



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How to find us

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- event organiser services
- travel services
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Hotel recommendations

Best Western Queens, Novotel, Radisson SAS, Renaissance, Ringhotel Residenz, Schlosshotel



CONNECTING IDEAS.

Karlsruhe -
Trade fairs and conventions



01

Since 2006, Roland Bleinroth is Managing Director of Landesmesse Stuttgart
 Messe Stuttgart



01

02

Britta Wirtz is the new speaker of the Executive Board of Messe Karlsruhe
 Messe Karlsruhe



02

Britta Wirtz New Speaker of the Executive Board

Not an Unknown Face

Britta Wirtz has twelve years of experience in the exhibition business. Now she moves to Messe Karlsruhe.

“We are a Global Marketing Partner” *Roland Bleinroth about perspectives on foreign trade fair markets*

Global Spirit in Stuttgart

Internationalisation is an important issue explains Roland Bleinroth, Managing Director of Messe Stuttgart.

INTERVIEW: Hans Gäng

What is the status quo and what are the declared goals of the Messe Stuttgart?

In comparison with the heavyweights of the German trade fair industry we still have to catch up but we are well on our way, above all with inbound business. Our goal is to increase the share of foreign exhibitors and visitors to the Stuttgart trade fairs by a fair margin. We currently have 25 percent international exhibitors. Outbound there are already spin-offs of the Intervitis Interfructa trade fair in South Africa, Chile, India, Russia and Austria and of R+T and interbad in China.

Which new markets and topics do you consider particularly important in order to develop your foreign portfolio?

First and foremost there are of course the BRIC countries, North America, Turkey,

Ukraine, but also countries which one may not think of first. The Messe Stuttgart is a niche specialist.

What are the criteria for cooperations with foreign organisers?

Quality assurance is very important for our exhibitors. If the package is labelled AMB, Intervitis Interfructa or R+T, it must have the right content. Depending on the market and the design of an event, the concept may have to be modified. The success and high internationality of an event in Stuttgart does not automatically mean success and good project placement somewhere else. The most important criteria in a cooperation, along with the required industry knowledge, are mutual trust and clear rules.

How important are foreign cooperations?

Right now the portfolio and company structure of Messe Stuttgart do not allow us to have our own subsidiary or branch in all of the important foreign markets. This calls for creativity. As some of our 44 foreign representations are cooperated with Leipzig and/or Hamburg, this leads to synergetic effects. But at the end of the day the world can't be conquered in two weeks — it is long-term developmental work. ☼

The fair and exhibition GmbH Karlsruhe (KMK) will operate with a dual management from 2009 onwards. Britta Wirtz from Reed Exhibitions Germany will move to Karlsruhe as speaker of the Executive Board. As a manager of the biggest trade fair company Reed Exhibitions with its German headquarters in Düsseldorf, she has recently been leading a portfolio of international trade fairs. The flagship has been, without doubt, the ALUMINIUM in Essen. Britta Wirtz could realize the development of the fair from a totally new event to the global leader of the aluminium alloy market — in spite of the strong national and international competition. Last time, 850 exhibitors from 40 nations participated in the fair. Britta Wirtz will bring along a global player's international experiences to Karlsruhe: she also established the ALUMINIUM successfully in China, India, Dubai and Brazil. With China Sourcing and export 21 she is also operating on international trading platforms.

She was also responsible for the COMPOSITES EUROPE which took place for the first time in 2006 and which climbed up from zero to the leading fair for fibre-reinforced plastics; it changes its venue annually between Essen and Stuttgart. The convention “Modern State” for public administration and the SHOWTECH in Berlin also belong to her portfolio.

“I am very happy about the call to Karlsruhe, as it enables me to contribute to an economically powerful and well structured environment with my profound knowledge of trade fairs,” Wirtz says, who studied communication science. ☼



The Arab Health show is the region's most important event for healthcare

bw-i

Arab Health 2009

100 companies showcase the innovative power of Baden-Württemberg

Highlights of the Healthcare Sector

From 26 to 29 January, 2009, Baden-Württemberg International will be operating an information booth at the Arab Health Show in Dubai in order to showcase the economically strong Southwest of Germany as a premier location for medical technology and engineering. Almost 100 companies, clinics and research institutes from Baden-Württemberg will be presenting highlights and innovations of the healthcare sector to an international public.

Stuttgart, 1 December 2008: Baden-Württemberg enjoys an outstanding worldwide reputation in the healthcare sector. At Arab Health in Dubai, almost 100 well-known companies, numerous clinics and research institutes will be showing why the Southwest of Germany is a first-class location for investment. Compared to other federal states in Germany, Baden-Württemberg stands out not only because it has the largest number of companies in the medical technology industry but also because it has the most employees in this sector. For the federal state as a whole, the number of employees grew by over ten percent between 2000 and 2007. With 70,959 employees

in this field, Baden-Württemberg has more people working in the medical technology industry than anywhere else in Germany. Moreover, with more than 520 companies, it can boast the highest density of medical technology companies among all federal states. These companies and their employees achieve annually rising sales, with 13.32 billion euros in 2007.

Ideas for the Healthcare Sector

With its slogan "Where ideas work", Baden-Württemberg International, as one of the most successful agencies for the promotion of industry and the economy in Germany, shows why it is worthwhile investing in Baden-Württemberg's healthcare sector. At the their information booth ZC46 within the German Pavilion in Zabeel Hall at the Arab Health Show, the experts from Baden-Württemberg International will be providing advice on the opportunities for investment and cooperation and will be showing that medical technology companies can count on optimal conditions in Baden-Württemberg.

Global Audience

The Arab Health Show is the region's premier event for the Middle East bringing healthcare manufacturers, wholesalers, dealers and distributors together with some of the most important and influential decision-makers in the Arab world. Established over three decades ago, the exhibition is generally viewed as a must attend global event in the healthcare calendar and offers an ideal environment for companies to showcase their products in one of the fastest growing and most lucrative healthcare markets in the world. The fair has grown substantially over the last few years and the 2008 edition showcased products and services by more than 2,200 exhibitors representing over 65 countries and attracting more than 45,000 participating healthcare professionals from all over the world. ☼

Seven Trends

The future of digital economy

Creativity meets technology

At the Stuttgart 'do it' conference in October 2008, innovation agency MFG Baden-Württemberg presented seven important trends for the digital future. Klaus Haasis, CEO of MFG, showcased his view on future developments in digital economy in a highly observed key note.

One of the major trends: the intelligent Internet in real time. In future, surfing in the World Wide Web, which is, at the moment, what is mostly associated with the Internet, will become irrelevant in future. "The Internet will rather become a central medium that connects systems and people", explained Klaus Haasis. Moreover, search engines will increasingly become find engines. At the moment, meaningless character strings are compared with each other when a search is carried out. This is set to change due to the use of new semantic technologies, whereby text and image documents will be connected to meta-data

that explain their context. "Semantic technologies that can recognise and understand the semantic interrelationships of the stored documents will be indispensable in knowledge management in future", argued Haasis.

He presented the following trends that it has identified for the digital world:

- Trend 1: Internet in Real Time — The intelligent medium of milliseconds
- Trend 2: Internet of Things — The fusion of the digital and real world
- Trend 3: Enhanced Visual Experience — Experiencing images instead of just seeing them
- Trend 4: Continuous Interface — Borderless human-machine interaction
- Trend 5: Sustainable IT — Internet for the coming generations
- Trend 6: Distributed Open Production — Open collaboration for more innovation
- Trend 7: No E-Business without O-Business — Combination of open and closed worlds

The trends are based on the work done by MFG agency in the last few years. In particular, they take into account the results of the FAZIT research project, in which the MFG foundation in conjunction with the Fraunhofer Institut für System- und Innovationsforschung (ISI = Fraunhofer institute for research into systems and innovation) and the Zentrum für Europäische Wirtschaftsforschung (centre for European economic research) in Mannheim conducted 16 studies on future IT and media markets in the last three years, using Baden-Württemberg as an example.

Other important new knowledge was gained from CReATE, a European project that explores the potential for Europe of interaction between information technology and the creative digital industry. Under the leadership of MFG, the regions Piedmont, Rhône-Alpes, West-Midlands and Baden-Württemberg are working together in this large-scale cluster and research project. ☼

Further Informations
www.mfg.de

India is Calling The new Schall trade fair Fabtec India celebrates its debut

Solutions for the Indian Market

The boom market India offers companies from Germany and all of Europe a variety of attractive business opportunities. The Fabtec India, a trade fair for sheet-metal forming, joining technology, painting and coating, has been created by the trade fair organiser P.E. Schall GmbH & Co. KG as a business platform for the specific targeting of the Indian market.

The Fabtec represents the enormous know-how of the successful Schall trade fair Blechexpo / Schweisstec at the German location Stuttgart, supplemented by the areas painting and coating.

Well-known market leaders have committed to take part in the premiere event taking place in Coimbatore, India from 21 - 25 January 2009. Among others Trumpf, Bystronic, Mitsubishi, Fanuc, Meba and Kasto will be present there.

The industry grasps the opportunities of the Indian market of the future and the trade fair centre Coimbatore offers the perfect setting. Its location in the South of In-

dia, with a strong industrial establishment and very good infrastructure as well as the immediate vicinity of the international airport, is the optimal pre-requisite to directly reach the target groups. Business Today 2001 selected Coimbatore as the best city for business in India.

By choosing the Codissia trade fair complex Schall has gone for the second largest exhibition centre in India to host Fabtec India. ☼

Further Informations
www.fabtec-messe.de
www.fabtecindia.com



FORUM FÜR INTERNATIONALE KONTAKTE UND INVESTITIONEN



Die Erfolgsbilanz der GlobalConnect 2008: 151 zufriedene Aussteller, 2800 hoch qualifizierte Besucher, 140 Einzelvorträge in 48 verschiedenen Veranstaltungs-Panels wie:

- Außenwirtschaftsmesse
- Außenwirtschaftskongress
- Internationale Beratungstage IBT
- Kooperationsbörse b2fair
- Erfahrungsaustausch Russland und Osteuropa
- GlobalConnect Award
- Länderpräsentationen

Die GlobalConnect besticht durch Informationsvielfalt und eine hohe Qualität des Dialogs. Sie ist der wichtigste Treffpunkt für internationale Kontakte.

www.global-connect.de

Messe Stuttgart

6. – 27. Oktober 2010



Supporting the Export

The premiere of the conference fair GlobalConnect in Stuttgart was successful. It provided expertise and contacts for Germany's exporting companies. Russia and the financial crisis were dominant discussion topics.

01

Successful Premiere *Global players meeting in Stuttgart*

01

The Chambers of Commerce Abroad provided their expertise

Messe Stuttgart

02

Focus on Russia:
3rd German-Russian
SME Conference

Messe Stuttgart

03

Top speakers discussed the
economy of the future.
Dr. Peter Merk of LBBW

Inka Ziegenhagen



02



03

Around 150 international and national exhibitors presented their products and services at GlobalConnect, the new forum for international contacts and investments, on 11 and 12 November 2008. It is also highly appropriate as it was held in Baden-Württemberg, the German federal state with the highest volume of exports. Together with its partners — the federal state of Baden-Württemberg with the Ministry of Economic Affairs and the State Ministry, Baden-Württemberg International (bw-i), the Baden-Württemberg Chambers of Industry and Commerce and the craft industry with Handwerk International — Messe Stuttgart has developed this new event to be held every two years. The German Federal Ministry of Economics and Technology, the German Association of Chambers of Industry and Commerce, and other federal organisations were supporting GlobalConnect.

51 countries were represented during the two-day event at the New Stuttgart Trade Fair Centre. They showed the export opportunities for industry in their country, region or city. The characteristic feature of the GlobalConnect concept is the integrated approach which imparts know-how to trade visitors via different channels. In addition to the exhibitors' stands, the International Trade Congress on both days of the exhibition provided a great deal of information in different special forums.

Other events were integrated in GlobalConnect when it was held for the first time. The 3rd German-Russian SME Conference, which was organised by the Committee on Eastern European Economic Relations, was an important part of the new Forum. After its official opening with Russian Ministry of Economics, the event featured a panel discussion with experts and entrepreneurs from Russia and Germany, examining the experiences of small and medium-sized enterprises in both countries. The parallel panels afterwards looked at different industries and provided an opportunity for a high-class exchange of ideas and information with experts from industry and politics.

Meeting the World in Stuttgart

The broad programme of GlobalConnect was accompanied on both days by country presentations. Southeast Asia, the United Arab Emirates, Serbia, Siberia, Italy, China, Romania and various Western European countries presented opportunities for trade and investment. Panels examined the consequences of the financial crisis to the export dominated economy of Germany. Also the recent election in the USA and opportunities for international trade under the future American President Barack Obama were discussed. More than 50 German Chambers of Commerce Abroad participated in matchmaking activities to provide more information about concrete export opportunities worldwide. The best practice examples in the exhibitors' Forum, different delegations from abroad and the presentation for the first time of the GlobalConnect Award have underlined the importance of the event as a new meeting point for Germany's export sector.

The next GlobalConnect will take place from 12 to 13 October 2010 at the New Stuttgart Trade Fair Centre. This event has been accompanied by a catalogue which for the first time offers a comprehensive Who's Who of the German foreign trade. The documentation, which is to be published in January, will include the most important speeches and statements of this conference. A picture gallery and a download service can be found on the event websites. ✱

More Information

www.global-connect.de
www.localglobal.de/gc

04
Ernst Pfister, Michael
Glos and Elvira Nabiullina
during the circuit
Messe Stuttgart

05
Günther H. Oettinger,
Minister President of Baden-
Württemberg, welcoming
guests from abroad
Inka Ziegenhagen

06
Dr. Klaus Mangold is
very involved in improving
Eastern European
economic relations
Inka Ziegenhagen



04

“GlobalConnect featured an exemplary exhibition and trade fair concept. This encouraging premiere event showed: The concept of offering a variety of high-quality events for medium-sized companies has proved successful.”

Günther H. Oettinger, Minister President of Baden-Württemberg



05



06

Conference Center

Best choice

The success of an event or indeed the lack of it, is strongly influenced by the choice of the premises. With that check list you will be able to distinguish the chaff from the wheat.

TEXT: Peter Rohner

© Inka Ziegenhagen

Quality Check

How to choose a conference hotel

Take care to assure that the conditions surrounding the learning environment are well thought out with a colour scheme that demands communication, plenty of light, a good room climate, good acoustics, ergonomic furniture etc. The staff need not be over friendly or affectionate, but simply know exactly what the expectations, needs and desires of the hosts and the trainers are. This means they must know what will happen during the event, which teaching or educational methods there are and which general conditions are necessary for a successful function. Request relevant qualifications.

The kitchen — and the whole hotel team — should be flexible enough to answer customers' needs, they should offer nutrition appropriate for learning and have no problem when meal times are changed at short notice because the conference course requires it to do so. The hotel should offer modern technical equipment, a LCD projector, Laptop, w-LAN etc. There should always be a competent member of staff available should any technical problems occur.

Check if the hotel could support the dramaturgy of the conference with educationally focused activities based on learning by doing, i.e. Outdoor-exercises, creative games etc, and if the hotel offers this themselves. Hotels whose core business is Conferences, Seminars and Workshops should also consider additional services e.g. a driver/pick-up services, a trainer-office, even child

care. This is for the trainers so that they feel comfortable. Request the relevant quotes.

Does the hotel guarantee a "feel-good" environment? People who have to achieve or learn something from the conference have to feel comfortable and at ease. Every form of disturbance cuts the learning process and can even block it. The learners must experience a feeling of well-being in their social and aesthetic environment.

Be sure to offer a customer focused service, it is the spirit of the hotel that dominates the feeling and you can normally feel this as soon as you enter the reception area. Conferences and training events are too expensive to allow their success to be decided

by an unqualified seminar hotel. Check the hotels heart and soul on location. This way you will be able to see whether or not the promise is actually the reality. Do not leave the choice of a hotel to be made by chance. If it is too much effort to visit the hotel on location, at least check the hotels internet pages and if the seminar rooms are not visual then you shouldn't trust it. ☼

About the Author

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MEETING POINTS TRADE FAIRS IN BADEN-WÜRTTEMBERG

09.01. - 11.01.09	Echtdampf-Hallentreffen, Messe Sinsheim
12.02. - 14.02.09	Jobs for Future - Messe für Arbeit, Aus- und Weiterbildung, Mannheim
05.03. - 06.03.09	GeoTHERM, expo & congress - Messe Offenburg
26.03. - 28.03.09	Jobs For Future - Messe für Arbeit, Aus- und Weiterbildung, Villingen-Schwenningen
27.03. - 29.03.09	NUFAM, Nutzfahrzeugemesse Karlsruhe, Messe Karlsruhe
27.03. - 28.03.09	New Come, Stuttgart
02.04. - 05.04.09	AERO, Friedrichshafen
22.04. - 24.04.09	RESALE 2009, 15. Internationale Messe für gebrauchte Maschinen und Anlagen, Messe Karlsruhe
23.04. - 25.04.09	Turning Days, Villingen-Schwenningen
25.04. - 05.05.09	Mannheimer Maimarkt, Mannheim
24.04. - 26.04.09	Invest, Stuttgart
30.04. - 03.05.09	TUNING WORLD BODENSEE, Friedrichshafen
05.05. - 08.05.09	Control, Internationale Fachmesse für Qualitätssicherung, Neue Messe Stuttgart
09.05. - 10.05.09	Badische Weinmesse mit Feinkost, Messe Offenburg
15.05. - 16.05.09	Berufsinfomesse, Messe Offenburg
21.05. - 24.05.09	KLASSIKWELT BODENSEE, Friedrichshafen

Source: bwi

Rosengarten

Professional congress management in Mannheim

First League

The m:con Congress Center Rosengarten in Mannheim is much more than one of the leading congress centers in Baden-Württemberg. The congress house counts among the top-five of the sector in Germany.

As recently as in December 2007 the new and light flooded building, that was expanded for 55 million euros, was inaugurated; a cube combining glass and light with huge exhibition spaces and multifunctional rooms offers the adequate frame for events of all sizes.

For ten thousands of customers every year, searching professional congress management in Baden-Württemberg, m:con provides competence, innovative and most up-to-date technology as well as professional service. 22,000 square meters of space for congresses, a fully equipped lecture room and excellent high technology guarantee international competitiveness of the congress center and at the same time make it one of the most modern congress centers in Germany. The congress center makes multifunctionality its motto: there is nothing that cannot take place here.

m:con — Congress Expert in Mannheim

The m:con — mannheim:congress GmbH is an experienced expert in congresses and conventions, events and medical symposia. For global players in Germany the m:con Congress Center Rosengarten is one of the most attractive locations. Ten German Dax companies with their residence in the versatile Rhine Neckar Metropolitan Region annually hold their general assembly as well as their shareholders meeting at the Rosen-

garten. After the expansion of halls and spaces a year ago, specialized congresses, medical conventions and mass events with up to 8,000 participants can take place at the same time.

The modern, ambitiously designed and at the same time functional glass construction with additional ten thousand square meters provides room for ten new seminar rooms as well as for a large lecture room equipped with first-class technology: three-chip-monitors, efficient beamers, a brand-new digital voting technology, speaker controlled cameras and interpreters booths.

Customers Appreciate the Ideal Infrastructure

The infra-structure of the congress city Mannheim is perfect: the m:con Congress Center Rosengarten can be reached with the ICE train within 30 minutes from Frankfurt International Airport, and is located at a very central traffic junction of the highways A5 and A6.

“All our customers appreciate the good connection to airplanes, trains and highways” says Michel Maugé, general manager with m:con. Moreover, the direct neighborhood of the Rhine-Neckar Metropolitan Region offers a large variety of leisure time activities, events and business possibilities for congress customers.

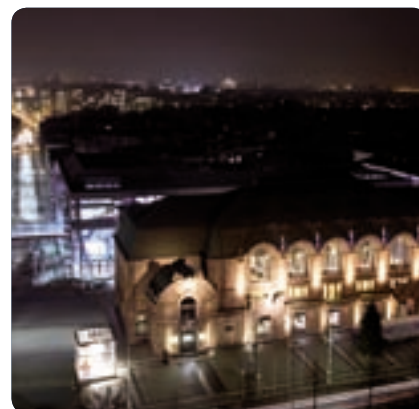
As a successful full server and Professional Congress Organizer (PCO) m:con runs congresses, conventions and events in Mannheim as well as throughout Germany and Europe. Innovative ideas, authentic events and extra ordinary moments are the focus of the m:con customer concept.

On a 360 degree virtual round tour on the m:con website, customers can convince themselves of the quality, the capacity and the atmosphere of the m:con Congress Center Rosengarten. ☼

MEETING POINT
ROSENGARTEN



01



02

01

Congresses, exhibitions and events in a modern ambience

 m:con

02

The m:con Congress Centre has recently been expanded to 22,000 square meters space for congresses, conventions and exhibitions

 m:con

Contact

m:con - mannheim:congress GmbH
Congress Center Rosengarten
Rosengartenplatz 2,
68161 Mannheim
Phone: +49 621 4106-107 and -177
www.mcon-mannheim.de



Summit Talk

Even the arrival at Schloss Marbach is an experience. After entering the driveway into the extensive grounds of this conference centre situated on the Lake of Constance close to the Swiss border, guests immediately feel a very unique centre of communication has been established here.

01



02



03

Schloss Marbach

A unique centre of communication

01

43 acres of parkland right on the shores of Lake Constance

 Schloss Marbach

02

Time to relax in the indoor swimming pool or at the 4-hole golf course

 Schloss Marbach

03

Eleven conference and study rooms, for two to 120 people

 Schloss Marbach

Contact

Schloss Marbach, Seminar- and Conference Centre GmbH
Phone: +49 7735 813-0
Fax: +49 7735 813-100
www.schlossmarbach.de

The stylish atmosphere surrounding this historical building ensures the correct conference feeling — openness, alertness and a desire to learn. By now it has to be clear that it does matter where you have your meetings. The ambiance that marks the harmony full of suspense between history and modernity inspires one to new, creative thoughts and encourages communication. The 17 hectare gardens and the lake also offer a unique form of inspiration and relaxation space.

According to the director Peter Rohner, companies appreciate the fact that they can discuss, plan and make decisions in this gorgeous residence in its remote setting. The castle does not accommodate any private guests and the grounds can be sealed off. Thus being ideal for events where the party do not wish to be disturbed.

Guests Become Fans

The castle has 61 guest rooms at its disposal and 11 conference rooms — from classically elegant to very modern, from work rooms for individual groups to a large forum. The boat house can also be used as a function room. The “Forum” which is the largest room can accommodate up to 120 participants. The function room in the villa “Bella Vista”, which belongs to the estate, can be

divided to suit individual needs. Even the technology leaves no desires unfulfilled.

In the restaurant head chef Klaus Rothmund serves compositions that orientate themselves around the vegetarian, whole food and cuisine naturelle. While mentioning health, the castle has a swimming pool that boasts nearly Olympic dimensions, just what one needs after an event. The Sauna, Gym and Meditation rooms as well as a private beach allow the guests to relax.

Those stressed by their conference can re-charge their batteries in Marbach on the in-house 4-hole golf course with a putting green and a driving range. The equipment can be provided by the hotel if necessary — free of charge. The “Impulse programme” comprises educationally enhancing activities, creative and cultural programmes. During the summer, the world’s biggest 24-seat rowing boat is a favourite with our guests to encourage team spirit.

Even a short stay in Schloss Marbach is enough to leave a lasting impression on our guests. Why? There are places whose uniqueness immediately appeals to us humans. Many of our guests feel that Schloss Marbach is one of those places and that is why there are numerous “Marbach-Enthusiasts”. If you have been, you are impressed and then you too are one of them. ☼



"Seelen": true culinary delights in Upper Swabia

📷 Inka Ziegenhagen

Deep and Tasty

The soul of Upper Swabia

Soul-searching

Everyone who wants to explore the inner secrets of Upper Swabia, how people are and why they are like this, will soon discover that the region does have something that can best be described as a soul — made of flour and caraway.

TEXT: Andreas Breyer

And the expression is not disproportionate. The true soul of the region lies in the high identification of the people with their homeland and its beautiful nature, their pride of being Upper Swabians and the rituals they execute in order to serve this kind of local patriotism. It's the mixture between the ability to work hard, to invent, but then also celebrate with the same intensity. Catholic faith is deeply rooted in the region, and several celebrations have their origins in the Christian belief. So much for the spiritual soul. The physical one, that can be smelled,

touched and — best of all — tasted, is a true speciality of the region. "Seelen", the German plural for soul, can be bought in every bakery and are a staple in the diet of Upper Swabians. Made of wheat flour, water, yeast, and salt and formed into a longish piece of bread covered with salt and caraway on top, they are almost irresistible.

And a real "Seele" must be handmade. "You can't produce them with machines" says Franz Kapler, master baker in Weingarten, who was in the "Seelen-business" for more than 50 years. Was? Well, officially he retired by the end of 2003, and closed his baker's shop. Much to the dismay of his regular customers, who induced him to supply them with his most famous product, the "Kapler-Seele", even in his pensionary. "The secret is to give the dough time to rest. In these two hours, the typical 'Seelen'-flavours develop. Nowadays, the production processes of big bakeries often don't allow such long resting periods any more. When they are in the oven, you have to catch the

right time of crispness. That's the niche I went into, just by doing what I've done ever since." Good old times, one might say, and the illustrious circle of customers still appreciates, that now 71-year-old Franz Kapler still gets up at 2.30 a.m. once a week, to prepare their beloved "Seelen".

Mystic Roots

There are several versions of how the "Seele" got its name. One derives from the catholic holiday "Allerheiligen/Allerseelen", (All Saints' Day/All Soul's Day) which has its roots in the gentile folklore commemorating the dead. In these days before Christ, people believed that the dead are caught in a circle and resurrect from their graves each year at the beginning of winter to demand food sacrifices from the living. In later times, bread in different forms was donated to children and the poor on this day. Monasteries and the communities raised funds in order to provide "Seelengebäck", soul bread, for the poor. The longish bread represented the blessings of the giving people. With their donation, they hoped for a prosperous year for themselves.

Another, more folksy version has its roots in the Thirty-Years War (1618-1648). It is said that during these years a baker in the city of Ravensburg promised, that he would donate each beggar a whole bread for each year the city was spared by the horrible pest. Due to the Swabian thriftiness, the breads grew smaller and what remained was the compact form.

Crispy and Tasty

A perfect "Seele" has a crispy outside that sealed the inner part during the baking process. In Upper Swabia, it's always the right time for a "Seele". They can be eaten plain, with butter, cheese, honey, cold cuts or whatever is in reaching distance. Most popular are the so-called "Belegte Seelen". Here, the "Seele" is cut in two on the length, buttered and stuffed with cheese and/or ham and several more ingredients at your choice. Before it is being served, the "Seele" is heated again in the oven for several minutes. Yummy! ☼



Something for Every Taste

Upper Swabia offers many possibilities for recreation. Besides the beauty of the Lake Constance and the thermal springs in the health resorts, the region has a great variety of museums. Three of them will be introduced here, along with a hint for golf lovers.

Nature, Culture and Baroque

Ways to discover Upper Swabia

Chris Weran

Where Angels Point the Way The Upper Swabian Baroque Route

Upper Swabia and the Baroque — this is indeed where the Baroque sparkles in a brilliant performance: churches, abbeys, residential castles dot the landscape like pearls on a string, created at a time when excessive pomp was the order of the day. This is what you will see when travelling along the Upper Swabian Baroque Route. The practical orientation system with the ubiquitous sign showing a yellow angel's head on green ground points the way.

Incense and Organ Song

The Baroque is the manifest counter reformation movement established in art and stone. The reigning Habsburg dynasty effectively blocked the protestant reformation in Upper Swabia and strengthened the counter movement. In its refusal of Protestantism, the counter reformation strategy relied on the power of emotions. The faithful were not only reasoned with, but also emotionally moved! Holy Mass was celebrated with incense and the organ's song,

with drums and trumpets, magnificent processions with crosses and banners wound their way through the countryside, pilgrimages were revived and saints revered.

The Lure of the Baroque

However, building to praise the Lord could only start towards the end of the 17th century, since Upper Swabia had been devastated by the Thirty-Years War (1618-1648). The Baroque style was imported from Italy; and the artists, too, first had to come from abroad. Upper Swabia soon became a giant construction site, and the much admired churches, abbeys, palaces and parsonages were created. As a rule, they are comprehensive works of art, in which architecture, paintings, stucco work and sculptures form a harmony. The visions presented by the painted ceilings in the houses of the Lord are unique. Space is opened skywards with an illusionary trompe-d'oeuil architecture, linking heaven and earth. Mary and the saints ascend to the heavens



Oberschwaben-Tourismus

— the Church triumphant. Angels abound in the churches, the Weingarten basilica alone counts 2,500 putti and hermes. Germany's biggest Baroque basilica stands in the midst of an imposing monastery that towers over the city of Weingarten. It is the largest monument of faith along the Baroque Route. Such pomp makes it difficult to concentrate in silent prayer! ☼

Information

Oberschwaben-Tourismus GmbH
Phone: +49 7583 331060
www.oberschwaben-tourismus.de

Airship Meets Art Zeppelin Museum Friedrichshafen

On July 2nd 2000, it has been 100 years since the maiden flight of a Zeppelin airship above Lake Constance, the breakthrough in the airship history. With the Zeppelin Museum opening in July 1996, once again Friedrichshafen is the mecca of Zeppelin-enthusiasts and friends of the airship aviation all over the world. True to its motto "Technology and Art", the museum combines two very different worlds.

A Walk through the "Silver Cigar"

A major attraction and spectacular eye-catcher is an almost 40 meters long reconstruction of a section of the Zeppelin LZ 129 "Hindenburg". Reconstructed to exact detail down to the last rivet, the legendary "silver cigar" allows visitors to enter via a ramp and saunter through the authentically furnished cabins. Radiating from this focal exhibit are various "theme islands",

presenting the life and work of Ferdinand Count Zeppelin as well as the history of airship aviation from the technical, socio-cultural, industrial and military perspectives. A "Maybach Zeppelin", one of the most fascinating automobiles ever built, is one more spectacular technical exhibit of the museum.

Regional Art

In the upper store, the art collection of the town of Friedrichshafen is in residence. The frame here ranges from pictures and sculptures from the Middle Ages to Modern times, views of and over the Lake Constance. The exhibition is supplemented by various temporary exhibitions in the ground level, ranging from contemporary art in the region of Upper Swabia to airship tin toys from the early years of the first Zeppelins. The ambience for this exhibition is fittingly



Zeppelin Museum Friedrichshafen

provided by Friedrichshafen's fully restored former port station, a historical monument of transport and journey, architecturally close to the Bauhaus style. The museum is strategically located with direct connections along with rail and ship. ☼

Opening Hours

November – April: from 10.30 a.m. to 5 p.m., closed on Mondays
www.zeppelin-museum.de

Romance and Reality Hopfenmuseum Tettang

This plant dominates the landscape around Tettang, and correspondingly also the life of the people here. Hops gardens (almost) as far as the eye can reach. No wonder that visitors have the opportunity to learn everything about this climbing champion among the plants in the "Hopfenmuseum", the museum of hops, in Siggenweiler, close to Tettang. What makes this place special is the fact that it is not only a museum, but also a restaurant and, even more importantly, a completely intact and operating production site where harvested hops are being processed each year between August and September.

The museum does not only present pictures and old equipment but invites its visitors to touch and try on their own. Collected over the years and lovingly arranged by Ingeborg Locher, the initiator of the museum, the first part of the museum gives an overview of hop cultivation during the past century, how people lived and worked throughout the year and in the crucial four

weeks of harvest, when people from all over the region and as far as Austria came to help as seasonal workers.

From Hops to Beer

The technical part of the museum shows the whole handling process and allows the visitors to test their knowledge on interactive information desks. During the harvest season, the process can be monitored in real-time, outside the months of August and September the machinery gives a vivid impression of how busy it is during the harvest period. Furthermore, this impression is supported by an informative and interesting movie in German as well as in English. Plus, the visitor learns everything about beer brewing, as well as the destinations where the famous Tettang hops is being exported. Once through with the museum, the restaurant offers beer specialties brewed with Tettang hops and local food specials. The advice here is not to enjoy them right after the museum, but first take a walk



Andreas Breyer

through the adjoining "hop hiking trail". The circuit leads through a beautiful landscape with hops gardens which are only interrupted by apple plantations. "Humulus & Lupulus", two comic figures are present everywhere and make the place also attractive for children. ☼

Opening Hours

May 1st - Oktober 31st: Tuesday to Thursday from 10.30 a.m. to 6 p.m., Friday to Sunday from 10:30 a.m. to 8 p.m., closed on Mondays
www.hopfenmuseum-tettang.de

Mekka for Car Enthusiasts

Automobilmuseum Wolfegg

On the brink of the Allgäu, the hilly region that borders Upper Swabia in the East, lies Wolfegg. Here, in two adjoining buildings of the castle, a true gem for all car lovers found its home. Fritz B. Busch, a famous auto journalist in Germany's booming centuries after the Second World War, made his dream come true in 1973, by opening a museum here with his private collection of cars, motor bikes and tractors. He started with 32 cars and a dozen motorcycles. Today, his collection contains over 200 vehicles and represents a time travelling through the automotive history not only of Germany, but also of Europe. There are some jewels out of the possession of famous people — but in general Fritz B. Busch wants to show a cross-section of the automobiles, giving the visitor the possibility to identify with the cars on display. The former dreams and de-



Automuseum Fritz B. Busch

sires of everyday people marked by material restrictions come back to life in the form of an automobile or a motorcycle. Along with the music of these “good old days” the visit becomes “a stroll down memory lane”. The collection of exhibits gives a clear insight into the century of the automobile in Germany and Europe. ☼

Opening Hours

Winter season: only Sundays from 10 a.m. to 5 p.m.; Guided tours in English on request.
www.automuseum-busch.de

A place to Relax

Golf & Vitalpark Bad Waldsee

Exhausted by the various visits in the museums and churches? The Golf & Vitalpark Bad Waldsee is an ideal place to relax and enjoy the beautiful landscape of Upper Swabia. Situated at the gates of the baroque and spa town of Bad Waldsee, the 45-hole Golf Resort, with the “Old Course” and the “New Course”, combines traditional elements with modern architecture of a golf court. The fascination of the “New Course” lies in the open architecture. Everything is visible right away. The real difficulties of the course lie in the bunkers and water hindrances that are embedded into the greens. All players with proficiency certificate are welcome. The two championship courses are being completed with a nine-hole course and a driving range. Both are perfectly suited also for families. The combination of old and new is also visible in the hotel and

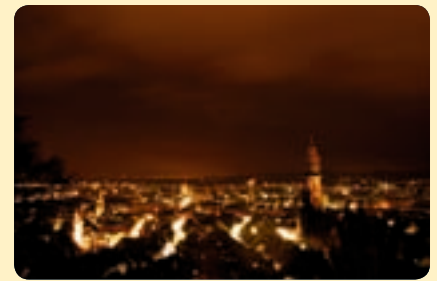


Waldsee Golf Management GmbH

restaurant of the Golf park. The four-star hotel with 40 rooms offers a restaurant and a bar, four conference rooms, as well as a luxury spa. The impressive culinary specialities can be enjoyed indoors or on the huge sun terrace with a great view on the first holes. ☼

Information

Golf & Vitalpark Bad Waldsee Hopfenweiler
Phone: +49 7524 4017-0
www.waldsee-golf.de



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