

NEW IN

Baden-Württemberg

A GUIDE FOR TALENTS AND CORPORATES

The DNA of *Innovation*

How start-ups are reinventing the region

Working in BW:
Welcome to the most attractive destination for "the new"

Communities:
Who they are, how they came, why they stayed

CODE_n ■





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Where the new is at home

Brand-new, contemporary, and original - welcome to Baden-Württemberg - the most attractive destination for innovation

Baden-Württemberg wasn't always the wealthy region it is today. Only time and effort made it the successful federal state in the south of Germany that it has become. There are not just a few ways to describe the region, but thousands and every day, impulses and experiences shape the people and area. Baden-Württemberg is always hungry for the "new" - new ideas, new workforce, new experiences.

Through the introduction of unique innovations brought especially by the start-up movement and the diversity of the workforce, Baden-Württemberg is ever changing. With platforms such as Startup BW, CODE_n, Startup Autobahn, Social Impact Lab, and events like the CODE_n new.New Festival, ideas are heard and supported. Students, young professionals, and foreign specialists will find their place here - in start-ups, as well as the so-called "Mittelstand", or the region's big industrial brands.

Backed by the support of politicians such as the Prime Minister Winfried Kretschmann and the State Minister of Economy, Labour and Housing Nicole Hoffmeister-Kraut, the start-up culture is catching up with other locations. And that's because of industrial companies that have realized that being local and global is key to success. Everyone can learn from each other, no matter the position on the market. In Baden-Württemberg, a business can even learn from football...

"New in Baden-Württemberg" is, as the name suggests, for everyone new to Baden-Württemberg. But in the booming economy of the region, we ourselves, even after having lived here for years, have to face innovation, also known as "the new", every day. Everything new should be discovered and shared - and that's what we'll be doing with this magazine.

Luca Wodtke
New in Baden-Württemberg
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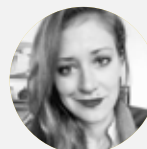
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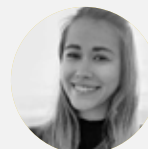
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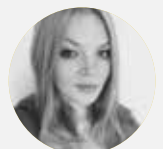
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"Our educational model combines education and employability"

Dual education in Germany is becoming more and more popular. Knowledge and work experience are essential for many positions. Read more on page 38.



How to win back the young talents

Greece has been struggling economically for several years which results in a large wave of talents leaving the country. Read more on page 52.

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"Connecting football talents to society"

SC Freiburg has been an excellent example for successful integration of young talents from abroad for years. Read more on page 66.



— Connections —

**"OUR VISION
IS TO BECOME
THE MOST
ATTRACTIVE
EDGE
CONNECTING
PLATFORM
IN THE
TECHNOLOGY
SPACE."**



ThingOS

connects different industrial data worlds. A start-up that fits to the state of production.

Image: ThingOS Team at Arena 2036

► Read more under "Corporates & Start-Ups"



Start-Up

**“ONE
OF THE
MOST
EXCITING
TECH
DISRUPTORS
IN THE AUTO-
MOBILITY
SPACE.”**



what3words

it's not a coincidence that this disruptive technology start-up has come to Stuttgart to make its way into the vehicles of the future.

Image: what3words presskit satnav

[Read more under "Corporates & Start-Ups"](#)

**“DOING
OUR BEST
TO MAKE
OUR INTER-
NATIONAL
STUDENTS
FEEL AT
HOME.”**





Universities

in Baden-Württemberg have understood that they have to be open, attractive and welcoming for international talents.

Image: Universität Mannheim

► Read more under "Education"

BADEN-WÜRTTEMBERG:

FACTS & FIGURES



AREA AND POPULATION

- Baden-Württemberg is one of the 16 states of the Federal Republic of Germany and among the third largest both in area and population.
- Area: 35,751 square kilometres
- Population: 10,952,000 inhabitants
- Population density: 310/km²
- Population in proportion to Germany: 13.3%

ADMINISTRATION

- Founded on 25 April 1952
- Parliamentary Elections results of the 13th of March 2016 (Percent/Seats):
Greens (30.3/47)
CDU (27/42)
AfD (15.1/23)
SPD (12.7/16)
FDP (8.3/12)
- Government: Minister president Winfried Kretschmann (Greens)
- Baden-Württemberg is divided in 35 districts (Landkreise) and nine independent cities (Stadtkreise). Both of them are grouped into the four administrative districts: Freiburg, Karlsruhe, Stuttgart, Tübingen
- Neighbour countries: Switzerland, France, Austria
- Neighbour States: Bavaria, Rheinland-Palatinate, Hesse

ECONOMY

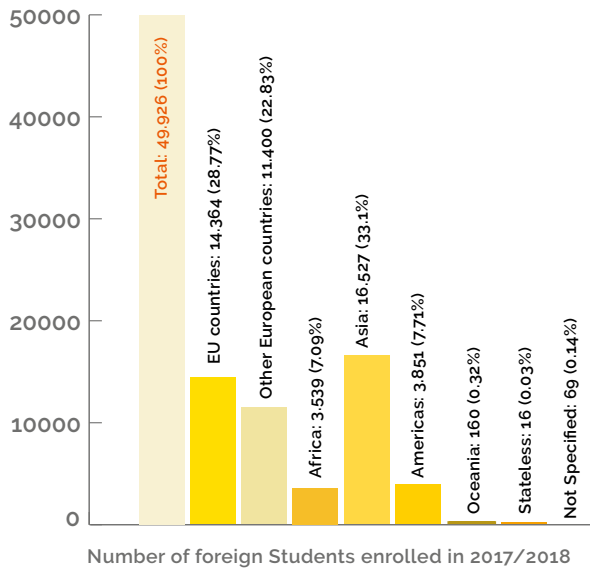
- GDP: 493.265 Million Euro (2017); in the manufacturing industry the Federal State has a total turnover of 152.934 Million Euro
- Baden-Württemberg is proud of supporting a number of well-known enterprises in the state, for example Daimler AG, Dr. Ing. h.c. F. Porsche, Robert Bosch GmbH, Carl Zeiss AG, SAP AG
- Growth rate of GDP (2017): 2,5 %

FOREIGN TRADE

Export 2017	201,5 Billion Euro
GDP 2017	493.265 Million Euro
Export Quota	60 %

EDUCATION

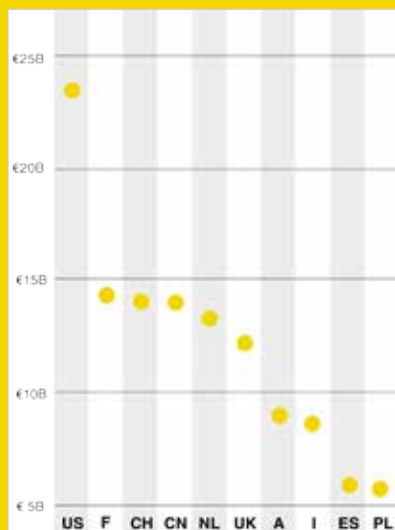
- Universities: Heidelberg, Mannheim, Karlsruhe, Freiburg, Konstanz, Tübingen, Ulm, Stuttgart, Stuttgart-Hohenheim and twelve DHBW locations
- Seven out of 34 nominated German elite universities listed in the national Competition of Excellence 2017 are located in Baden-Württemberg
- College and university students in Baden-Württemberg:
2017/2018: 363.572
2005: 243.000



DESTINATIONS FOR EXPORTS (IN 2017):

EU 28	99,686 Mio €
USA	23,409 Mio €
France	14,345 Mio €
Switzerland	14,054 Mio €
China	13,911 Mio €
Netherlands	13,254 Mio €
UK	12,174 Mio €
Italy	8,581 Mio €

TOP TEN OF EXPORT DESTINATIONS



BADEN-WÜRTTEMBERG IN THE WORLD

World ranking Export

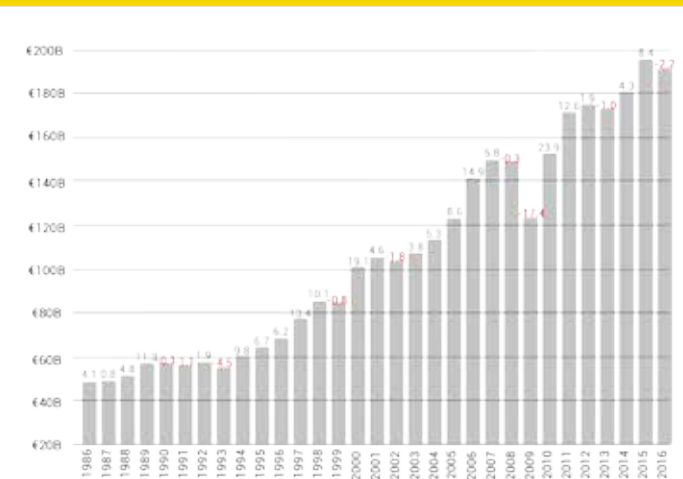
16	Switzerland	\$301M
17	India	\$272M
18	Spain	\$266M
19	Russia	\$259M
20	Belgium	\$251M
	Baden-Württemberg	\$226M
21	Saudi Arabia	\$205M
22	Thailand	\$190M
23	Brazil	\$190M
24	Poland	\$188M
25	Australia	\$184M

World Ranking GDP

18	Turkey	\$718B
19	Switzerland	\$671B
20	Saudi Arabia	\$653B
21	Sweden	\$571B
22	Nigeria	\$568B
	Baden-Württemberg	\$561B
23	Poland	\$545B
24	Argentina	\$543B
25	Belgium	\$532B
26	Venezuela	\$510B
27	Norway	\$501B

A global success story

Baden-Württemberg's Internationalisation: The Last 30 Years



SCIENCE, RESEARCH AND DEVELOPMENT

- Baden-Württemberg is at the unchallenged European forefront in research. In 2016/2017, the state's expenditures for research purposes were 4.661 million Euro - around 1000 million Euro more than in 2010
- R&D intensity: 4.9%
- Baden-Württemberg makes 26% of the total investments enjoyed by R&D in Germany
- Baden-Württemberg invests 4.7% of its GDP in Research and Development (Germany: 2.8%)
- Domestic applications for a patent in numbers: 133 per 100,000 inhabitants per year (highest in Germany)
- The numbers show that Baden-Württemberg is the innovation region no.1 in Europe

INDUSTRIAL STRUCTURE

- Manufacturing of vehicles (motor vehicles, trailers etc.): 30%
- Manufacturing of machinery and equipment: 21%
- Manufacturing of other fabricated metal products besides machinery: 7%
- Manufacturing of electrical equipment: 6.6%
- Manufacture of computer, electronic and optical products: 4.3%



“A fertile ground for innovation”

Prime Minister of Baden-Württemberg Winfried Kretschmann on the challenge of disruption

INTERVIEW: LUCA WODTKE

How can Baden-Württemberg assert itself as a leading European location for mobility?

The automotive industry in Baden-Württemberg has traditionally been a central pillar of our value creation. But through electrification, digitization, autonomous driving, and flexible usage concepts the car is being reinvented. There is much at stake for us: our technological pioneering role, our economic power, and our jobs and climate protection.

**IT DOES NOT
MATTER
WHERE YOU
ARE FROM,
BUT WHAT
YOU WANT TO
ACHIEVE**

”

To face these challenges, the state government initiated the strategy dialogue for the automotive industry in Baden-Württemberg. Because we can only successfully meet the requirements of the new mobility in the close cooperation of politics, business, science, workers' organizations, consumer

organizations, environmental associations and civil society.

What role does the network of higher education institutions have in the country?

The special strength of Baden-Württemberg lies in our geographical structure: we have a decentralized university landscape and a decentralized economic structure. This distributed excellence keeps providing new inspiration across the state - not just in the metropolitan areas. We have the most diverse university landscape in comparison to the other German states. Through this, science constantly brings its innovative impulses on site - in order to trigger the developments and changes that our economy needs to stay successful. And our research institutions have a strong focus on the areas that play key roles for the mobility of the future, such as artificial intelligence, quantum technologies, and energy research.

How welcome are young researchers and start-ups from all over the world?

Very welcome, of course! It is not significant where someone comes from, but what he or she wants to achieve. Disruptive technologies



Strategy dialogue Automotive

are a key to competitiveness. That is why our universities already promote start-up culture in their studies and apprenticeships. The transfer of disrupting knowledge is not only achieved by the cooperation of research and industry - but also by scientists contributing their ideas to their own businesses.

**OUR
DISTRIBUTED
EXCELLENCE
KEEPS
PROVIDING
INSPIRATION
ACROSS THE
STATE**

”

That is why we do a lot to create a positive start-up climate, such as the research campus "ARE-NA2036", its accelerator program "Startup Autobahn" or the "Cyber Valley". As part of the Start-up BW launch offensive, there are seven other Start-up BW accelerators and ten start-up ecosystems nationwide. These are ensuring that innovative ideas fall on fertile ground here in Germany. ■LW





WINDS OF CHANGE

Baden-Württemberg's challenges – an opportunity for talented people from abroad

TEXT: HANS GÄNG

The figures that we use each time to profile the Baden-Württemberg economic region speak their own language: the economy of this federal state is more firmly tied in to the global division of labour than ever before. But this also make it more dependent on it than ever.

It was a long journey getting to that point. Of course, the path taken was not pre-specified or easy. You don't need to be an economic historian to recall the "milestones" in the south-western corner of Germany's rapid economic development. The 19th and 20th century start-ups do it all the time at their impressive anniversary events.

For instance, powerful LBBW celebrated the fact that it has been "receptive to new ideas and challenges for 200 years". When it was established and for several decades after that, Baden-Württemberg was a land of emigration. There wasn't a village in the Swabian Alps, the Black Forest or at Lake Constance that hungry, enterprising young people did not leave behind - cheap ocean passages to America were once sold in the Stuttgart building where this magazine is produced.

Those that stayed founded companies or became industrial workers. Steinbeis, the resourceful promoter of the economy, stimulated industry, particularly in the Neckar region around Stuttgart. Bosch and Daimler are the oldest and most well-known of these "garage start-ups". But even today's "global market leaders" (original) started out in the 1950s, 1960s and 1970s actioning new ideas. Some transformed their start-ups into global companies – like the Stoll family in Esslingen, for instance, who turned FES-TO into a global automation player. When he was young, recently deceased Kurt Leibinger trained as an engineer in Cincinnati/USA, and then back home in Ditzingen built Trumpf up to become an international market leader in laser technology. Hermann Pilz and later his wife, Renate Pilz evolved their business in Ostfildern into a production safety specialist in demand all over the world.

The region and its companies want to continue telling such tremendous success stories. To do so, they need to master two challenges in particular – digitisation and internationalisation. To master both, companies require new recruits and new ideas.

“Woher nehmen und nicht stehlen?” (literally: where are you supposed to get it from without stealing it?) is an old Swabian expression. After all, small and medium-sized enterprises are competing against the global giants to attract the best minds. And even big names Daimler, Porsche and Bosch, for example, are very much aware that innovation does not grow on trees. Massive investment in training as well as the establishment of creative, disruptive “ecosystems” are one approach. The state government supports this.

INNOVATION DOESN'T GROW ON TREES

Internationalisation is the second challenge: being able to develop and manufacture products to the same standard of quality and look after customers worldwide – that increasingly requires talented people with an international mindset. They are



equally in demand at headquarters and coworking spaces in Baden-Württemberg as on site in Budapest, Shanghai or Singapore.

Global minds and new communities are changing companies. “New in BW” is aimed at people who have come to Baden-Württemberg from abroad to seek new opportunities. They have already demonstrated their willingness to embrace the wind of change by relocating to Baden-Württemberg. Now they are one of the state’s most valuable assets. ■ **HG**

The new immigration law: what will it change?

The flow of migrants entering Germany requires for old laws to be amended and modernized, and for new laws to be created. Currently, in Berlin, a new immigration law is being agreed on. This law is supposed to regulate the immigration of workforces into Germany.

Germany needs this workforce: the population is aging rapidly. There are empty occupations throughout the country, and the lack of national employees to take these places means that the list of occupational fields in which the Bundesagentur für Arbeit (BA) diagnoses a shortage of skilled workers is getting longer and longer.

The following points have been raised during the discussions in the governing coalition

- ▶ People wanting to work in Germany must present a **valid job offer**, their qualifications, language skills (an attempt to learn German), and their age.
- ▶ German job seekers will not have **priority** for open occupations. International and national applicants will be treated equally.
- ▶ International **school degrees** equal to the German Abitur/Hochschulreife/Fachabitur to be accepted as equals.
- ▶ Qualified foreign experts looking for a job in Germany will receive a certain amount of **time to find a job before** having to leave the country again.
- ▶ The process of accepting an asylum seeker will happen quicker. If the individual has a **job perspective and German skills**, they are more likely to be accepted for a stay in Germany. (“Spurwechsel - change of tracks”)



EUROPEAN EXCHANGE ON A BUSINESS LEVEL: Erasmus for young entrepreneurs

Looking for a fresh impetus for your young business or business idea? Erasmus for Young Entrepreneurs helps you put your business idea into practice.

Erasmus for Young Entrepreneurs is a business and interpersonal exchange financed by the European Commission to support entrepreneurship across Europe. How does this work? A founder of a new business, a so-called new entrepreneur, spends between one and six months in another country working with a more experienced entrepreneur. For each month abroad he or she receives a sum between 530 and 1.100€ depending on the chosen country. By participating in the business exchange both entrepreneurs learn new skills or perspectives from each other. On the one hand, the new entrepreneur gains valuable knowledge about best practices on managing a company. On the other hand, the experienced entrepreneur gets fresh ideas and views on his or her business and access to a new market. Quite often the two entrepreneurs become business partners, start a new venture together or collaborate in other ways.

The new entrepreneur is a person either willing to start a business or with less than three years of experience in managing a business. The experienced entrepreneur, called host entrepreneur, should be a company owner or manager with more than three years of experience in operating a company.

In order to register, the new entrepreneur needs to provide a CV in English, a business plan and a description of his profile, knowledge and expectations. For the host entrepreneur in turn only a CV and a short description of his needs and offers are required. Registration is for free and without commitment. Many European countries are part of the programme and it is now also possible to travel to the USA, Singapore and Israel.

Baden-Württemberg International 

For more information and to register, please visit:
www.erasmus-entrepreneurs.eu

Got interested? Don't hesitate to contact us:

Baden-Württemberg International
Eva Gutbrod
eva.gutbrod@bw-i.de
0711-22787-41.

The European Entrepreneur Exchange Programme

Erasmus for Young
Entrepreneurs



startup



1 February 2019

Start-Up BW Summit 2019

Landesmesse Stuttgart

4,000 visitors | 350 start-ups from the German Southwest and international ecosystems | 200 Network Partners from Consulting, Promotion and Technology Transfer | 400 B2B-partners from large and medium-sized enterprises | VCs | Business Angels | 25,000 m² start-up culture live | After Party

**SAVE
THE
DATE**



“Innovation is lived internationally”

Interview with Moritz Gräter, Managing Director of CODE_n

INTERVIEW: LUCA WODTKE | HANS GÄNG

Everyone is doing start-ups these days. How is CODE_n different from the rest?

The difference is that CODE_n does not aim at start-ups but at innovation. It is important to have a start-up ecosystem embedded into an innovation ecosystem. The innovation ecosystem consists e.g. of high-quality start-ups, research institutions, investors, universities, and international companies, which in turn can act as investors and co-creators. That's the big difference - we promote and nurture innovation; and start-ups are an important piece of it.

**WE PROMOTE
AND NURTURE
INNOVATION.
START-UPS
ARE AN
IMPORTANT
PIECE OF IT**

”

How international is the DNA of CODE_n?

Even though CODE_n is now an independent company, we were founded by GFT, a company that thinks internationally. That's why CODE_n was born to always keep an international perspective. In

the end, it doesn't matter where the ground-breaking industrial application comes from - Black Forest or Bolivia - we just have to find it. Our recent start-up competition received applications from 42 countries, and the 50 finalists come from 15 countries. Furthermore, we don't only have local partners, but also large international partners which think globally. Even at CODE_n SPACES in Stuttgart, the level of internationality is increasing more and more. Innovation is lived on a global scale.

How attractive is Stuttgart for founders from abroad?

Stuttgart is highly attractive for international founders. For example, there is the de:hub initiative of the Federal Ministry of Economics, of which CODE_n is also a founding partner of de:hub Stuttgart. Here we have discussed with the other founding partners to work out what the stance of Stuttgart is; e.g. the established companies with whom you can work together easily. Nevertheless, there is still more to do, as it is not internationally known that Stuttgart is a great place to start. Stuttgart is only the first step - we have to think a bit bigger. Greater Baden-Württemberg must see itself as a joint innovation pool. In addition to all the international innovators, our Festival will show that innovation ecosystems from all over Baden-Württemberg are working together.

What can potential founders expect from the Festival?

In particular, potential founders can expect to meet with entrepreneurial role models. If you are a potential founder at this event and you meet founders who have already taken this step, have already had positive experiences and have

learned from the bad ones, then it is incredibly important and helpful in the initial stage of starting your own business.

There are around 130 start-ups at the festival to talk to and share ideas with. One can also go to the Partner Lab1886, the incubator of Daimler, and bring along their plan and work on their own format at the festival. Here, you can also learn how to develop business models from your format. Therefore, this festival has both - entrepreneurial role models and substantive inspirations - to achieve the goal: to create your own reliable and feasible network, helping you to develop your start-up. ■LW

**OUR FESTIVAL
WILL SHOW
THAT
INNOVATION
ECOSYSTEMS
FROM ALL
OVER BADEN-
WÜRTTEMBERG
ARE WORKING
TOGETHER**

”

CODE_n ■

Review:

CODE_n hosts 2018 new.New Festival

The GFT start-up CODE_n hosted a large festival for other start-ups and entrepreneurs from the 8th to the 10th of October 2018. The event took place in Stuttgart in the Hans-Martin Schleyer Halle.

new.New Festival 2018 was opened with a discussion panel between Ulrich Dietz (Initiator CODE_n GmbH), Moritz Gräter (Managing Director CODE_n GmbH), Dr. Nicole Hoffmeister-Kraut (Minister of Economic Affairs, Labour and Housing for the State of Baden-Württemberg) and Sophia the Robot. Sophia is a humanoid robot who came all the way from Hong Kong to attend the festival in Stuttgart. She was the perfect taster for the festival's main focus: Artificial Intelligence (AI).

The event lasted 3 days, from Monday the 8th of October to Wednesday the 10th of October. Roundabout 200 companies displayed their ideas and products, each sat in a little booth made out of wood and neon green tape. Of these companies, more than 100 were start-ups, of which 50 were the finalists of the CODE_n CONTEST.

Aside from the companies, there were almost 220 speakers from 20 countries giving insights into current developments relevant to Intelligence X.O - showing really just how

international and global this festival was. The five individually designed stages hosted speakers for over 70 hours.

On Monday, the press conference was held by Moritz Gräter, Ulrich Dietz, Nicole Hoffmeister-Kraut, the current CEO of GFT Marika Lulay, and the Head of Lab1886 Susanne Hahn. These five individuals were also part of the nine jury members for the CODE_n CONTEST. Over 300 international and national startups expressed an interest in the 6th contest, and the jury chose the Top 50 to be present at the new.New Festival 2018. These Top 50 were from across 15 countries.

The Top 50 of the start-up contest were joined by another 80 other start-ups from all over the world. They presented themselves as the accelerators of the state Baden-Württemberg. On Tuesday, the Top 10 of the start-up contest gave their final pitches. They each had 2:30 time, and when they only had 30 seconds left, a big timer appeared on the Main Stage screen behind



them, so that the whole audience could see their time ticking down as the start-ups hurried to finish their presentations.

On Tuesday evening, the judging panel announced the winners of the different categories. Start-ups were contending for the awards of "Best Business Model", "Best Tech Innovation", "Best Industry Disruptor" and "Overall CODE_n Award". There were three subcategories that the business models fit into: Beyond Reality, Machine Intelligence, and Cryptographic Trust. Each winner received a prize money of €5,000 and an Award

It was so international that the Top 10 Startups of the CODE_n CONTEST were from six different countries. The winner of the "Overall CODE_n Award" was Airfox, an innovative company from the USA. Out of 313 applications from 42 countries, the Boston based start-up won the "Overall CODE_n Award" and the prize for the "Best Business Model". Airfox has developed a blockchain finance Android app that allows for micro-loans to be sent across people without being bound to a bank. They received the prize money of €15,000 for winning two awards.

Winner of the category "Best Industry Disruptor" was the German start-up thingsTHINKING. This young company is based in Karlsruhe and develops semantic software solutions that allow for computers to understand human speech.

The winner of "Best Tech Innovation" was the Jerusalem-based company Six Degrees Space. The Israeli start-up has developed an innovative opti-

cal tracking system that can be used in a variety of hardware systems, such as cars, drone and VR headsets. It combines electronics, optics, and algorithms to offer ultra-fast optical tracking.

CODE_n has had over 1,900 young companies from 85 countries since 2012. First winner of the contest was the then unknown Hamburg-based start-up MyTaxi in 2012. This was followed by Changers.com and Greenclouds (2013), Viewsy (2014), relayr (2015), and Xarion (2016). 2015 winner relayr, barely 5 years old, was so successful after the contest that the insurance group Munich Re (Münchener Rück) acquired it in September for \$300 Million.

The media coverage for the new. New Festival 2018 was impressive: there were more than 2100 news articles, radio broadcasts, and TV reports. Furthermore, the event was mentioned on social media over 233 million times and reached over 145 million readers, listeners, and viewers.

Next to the talks and pitches, there was a large selection of workshops and interactive activities for visitors and fellow entrepreneurs, but also corporates, to join. In the middle of the hall, you could see a huge Lab1886 Daimler truck. Inside, workshops would take place daily. Aside from all the business, the festival was accompanied by music, art, and even meditation by a mindfulness coach.

All in all the new. New Festival 2018 in the Hanns-Martin-Schleyer Halle in Stuttgart was aesthetic, intriguing and successful. ■LW





LAB1886

The best of two worlds - Daimler's way into the start-up scene

As the recent Daimler slogan says, it's either the best or nothing. To ensure that they will not be "nothing" in the wave of start-ups rising in Baden-Württemberg, Daimler has created the Lab1886, an innovative home for all small companies. Susanne Hahn, Head of Lab1886, describes what start-ups have that Daimler hasn't, and what Stuttgart means to the world of automotive industry.

INTERVIEW: LUCA WODTKE



Daimler has been an innovative company since 1886 - what does Lab1886 bring to the table, that Daimler did not have before?

Within the Daimler AG, Lab1886 pursues the goal of reaching the product from an idea even faster. In particular, new business ideas outside the core business are identified, incubated and brought to market.

As an independent innovation laboratory, the Lab1886 brings all the necessary resources and competencies as well as more than ten years of experience in the

implementation of new business models, combining the best of the start-up and the corporate world. Currently, more than 30 projects such as "CHARK.me" (Change The Way You Park) for services related to a parked car, or the first vehicle subscription model "Mercedes me Flexperience" are piloted in the Lab1886. As the incubator of the Daimler AG, Lab1886 provides not only creative workstations but also qualified personnel who competently accompany the Daimler employees in implementing the idea.

How do you go about scanning potential startups?

The Lab 1886 strives to constantly advance the mobility of the future and to support the implementation of new business models at a very high speed with the most modern start-up methods. Among other things, the Lab1886 functions as an incubator, which in particular promotes employees' own ideas.

In this context, the potential of the submitted idea is in the foreground in the first phase of the "Ideation". In the so-called Shark Tank, a preliminary selection of ideas for the next phase is made using known tools from the start-up world. The previously

selected projects should thrive in the second phase of the so-called "incubation phase", ready for the market. Through the targeted support of specialists, coaching, and financial support, the start-ups should be prepared for the harsh outside world.

Therefore, if the new idea has the potential for a future business model, the Roll-out takes place in the third phase of "commercialization". This process concludes with the transfer to the Daimler organization or a spin-off.

Atlanta, Beijing and two locations in Germany - how important is internationality for innovation?

For the strengthening of the global project portfolio, cross-site cooperation and the development of new

high-potential market segments are of great importance. We share ideas, experiences, and people's know-how, creating a highly efficient and effective innovation network. Our standardized networks and methods help us to speak in one language worldwide.

What role does the factor "speed" play when a start-up enters Lab1886?

Lab1886 combines the best of both worlds: the know-how and safety of the company with the speed and culture of start-ups. The factor "speed" is crucial in this context when it comes to how

quickly the innovative ideas can be developed from the new ideas and these can be proven in the set milestones and processes. If an idea does not stand up to this stress test, it will be discontinued - for example, if the project is not scalable or does not bring about the desired success after the pilot phase.

Is there a successful start-up example that shows this?

The best-known example is the free-floating car sharing service car2go, which was created in the Lab1886. But also projects such as the mobility platform moovel, the driving aids ex works or the innovation ecosystem STARTUP AUTOBAHN or the established remanufacturing division, which specialize in the reprocessing of Mercedes-Benz original parts, have their origins here in the lab.

Currently, we are working together with the startup "Volocopter". As early as 2016, we discovered that a new segment, a new urban taxis ecosystem, is emerging. Based in Bruchsal, the German start-up developed the first all-electric multicopter as a passenger aircraft. Together, we want to once again write pioneering work in the mobility segment of the third dimension. For what connects Daimler and Volocopter are that both are pioneers of mobility.

How do you make sure that the start-up spirit and motivation is preserved in the big company?

The spirit and the motivation are ensured by supporting the teams through targeted coaching and mentoring, their own co-working spaces and workshops, thus enabling them to design new prototypes and powerful pilot projects together within short sprints. Far away from the usual corporate structures, Lab1886 employees have tremendous freedom and the necessary support to shape the future of mobility.

What do you advise international talents that are here in Baden-Wuerttemberg studying: found your own start-up or apply for a job?

Justifiably, one could now ask: why does one not start his own business with his brilliant idea? The answer to this is often heard in the start-up scene: many have great respect for the risk of having their own company.

The Lab1886 offers a decisive advantage here: it combines the best of both worlds: the start-up spirit with the security and power of a large corporation. In this way, we offer a unique co-creation platform to optimally exploit the potential of both dimensions and above all to get very different perspectives on a project or an idea. ■LW





ON THE AUTOBAHN TO SUCCESS

A mix of suits and brightly coloured sneakers - that's the charm of Startup Autobahn. We gathered impressions about this innovative platform at an event hosted in the Arena2036 in Stuttgart

TEXT: LUCA WODTKE

It is named after the German high-speed motorway – the only one in the world without speed limit. And just like the Autobahn, the exchange platform aims to accelerate joint projects between young tech companies and experienced corporations of the automotive field.

Startup Autobahn was launched by Plug and Play Germany together with Daimler AG, the University of Stuttgart and ARENA2036 e.V. These experienced global players and innovative heads from economy and higher education have created a place that brings together startups from around the world with experts from Silicon Valley, and the best engineering providers from Germany.

All involved parties contribute to the growth of technology companies in the region of Baden-Württemberg and support joint projects between internationally active corporations, the start-ups and the corporate partners of the platform-founders. Besides being the birthplace of the automobile and therefore the most suitable place for this platform, Stuttgart is in fact one of the leading IP regions in the world and a hub for business, engineering and breakthrough inventions.

At the Meetup Event end of September in honour of the launch of “Program 5”, start-ups from all over the world pitched their company to their fellow colleagues and potential investors. The evening was for networking, exchanging ideas, and finding the perfect corporate.

After the start-ups leave the so-called incubator and accelerator stages, they are eligible to join Startup Autobahn. For these ‘post accelerators’ a whole new world opens: suddenly, they are global, being watched by investors from every corner of this planet. The Senior Vice President Global Sales of the Silicon Valley based start-up Cogniac, Vahan Tchakerian, said that even though they are from the ‘original’ Silicon Valley, his company has always had an excellent relationship with Plug and Play and therefore Startup Autobahn was the next step. As for why he came to the German Silicon Valley, he said, “Germany is very key as it’s heavily manufacturing based and our solution is very much aligned with industrial manufacturing and industrial inspection sectors.”

There have been over 130 start-ups altogether, and in the last program, start-ups managed to raise over \$250 Million.

The goal of Program 5 is for the chosen start-ups to stand on stage on the 21st of February 2019 and announce who they are, and what they achieved.

Startup Autobahn is a great innovative platform that is attractive to founders, investors, and genuinely interesting for the community. As Vahan Tchakerian said, Cogniac is part of the Startup Autobahn because they want to “build relationships, help other start-ups, support PnP and their amazing effort to connect corporate customers to start-ups. It’s a process and a very good one.” ■ LW



„Plug and Play Global Innovation Award“ Ceremony 2018



PLUGANDPLAY

CONNECTING LARGE AND SMALL ACROSS THE WORLD

What Plug & Play Germany GmbH is heading for

TEXT: SAEED AMIDI, CEO & FOUNDER AND SASCHA KARIMPOUR, CEO GERMANY

With the overarching goal of connecting large companies with worldwide technology start-ups, Plug & Play Germany has become a notable international innovation accelerator. The vision of the platform is to communicate the opportunities offered by Silicon Valley and to make them accessible to both start-ups and large companies. Plug & Play seeks to drive technological advances by bringing the young companies together with the right departments of the largest companies in the world. Plug & Play builds neutral innovation platforms to create and drive joint technology projects between the two lots.

Plug & Play is represented in various industries such as Insurtech, Fintech, Retail, Mobility, Health, Logistics, etc. Plug & Play provides the necessary partners and contacts between small businesses, companies and research institutions in Germany and worldwide and is the neutral moderator for all games. Even after the contacts have been established, Plug & Play moderates the cooperation and provides companies with financial resources and advice.

It has become the largest global accelerator with technology focus and venture capital with more than 6,000 supervised startups and 220 large business partners worldwide.

Most start-ups Plug & Play supports find partners in their industry. The advantages for start-ups: financing without equity, the right contacts and considerable growth potential. In Germany Plug & Play Germany GmbH accelerated 209 start-ups and 42 major companies in their projects in its current 4 locations (Berlin, Stuttgart, Munich and Frankfurt).

A platform can be highlighted here: STARTUP AUTOBAHN, powered by Plug & Play in Stuttgart.

This innovation platform gives startups access to Silicon Valley's unrivaled technology know-how and the best German hardware expertise. Currently there are 19 partners here including Daimler, Porsche, BASF, ZF, DPDHL (but also the University of Stuttgart or the research campus ARENA2036), which have so far created more than 220 innovation projects with 139 start-ups in the field of mobility and industry. Silicon Valley has several advantages over Germany, such as networking, location and quality of life. Plug & Play, however, manages to be there where the departments of the companies can network with start-ups, thereby enabling and establishing real projects.

In addition, Plug & Play organizes more than 365 events worldwide each year to network start-ups, companies, research institutions and investors - and acts as an investor itself.

By building platforms, Plug & Play does not only enable cross-industry networking, but also networking between young tech companies and established large companies. Plug & Play Germany enables the implementation of innovative projects by bringing together the right people from start-ups, departments of companies and research - so any innovation challenge can be tackled.

Plug & Play Germany GmbH is nominated for the Diesel Medal in the category "Best Innovation Promotion" for the international networking and promotion of start-ups and the facilitation of pilot projects.



"We can significantly accelerate the development of smart device applications"

Smart home, smart industry, smart everything - learn about an IoT solution to all of your out-of-business issues. More about this start-up in our interview with ThingOS COO, Matthias Mögerle.

INTERVIEW: LUCA WODTKE

Who are you? How would you describe ThingOS?

Our slogan describes our key expertise – bridging differences in wireless and wired sensor/actuator technologies to drastically speed-up our customer's development of smart environments and industrial internet (Industry 4.0) automation scenarios. By using our technology platform (hardware and software) in the prototyping/demonstrator phase our customers can focus on solving business problems instead of low-level problems. Fast iterations (minutes instead of months) and short feedback loops guarantee that many innovative ideas can be practically tested in a short time and that real added-value is identified quickly. In the production

phase, we support the transfer from a prototype to a product by providing an extensive rollout infrastructure as well as a cloud-based Application-Store for deploying smart applications across environments and locations.

When and where did everything start?

The origin of ThingOS has been set by Thomas Kubitzka (CEO). As a PhD candidate at the University of Stuttgart, he developed the technology platform on which ThingOS is now based. This was embedded in a 4-year EU project. The commercialization of this technology platform started as a university spin-off in 2017 via the TTI GmbH (Technology Transfer Initiative) of the University

of Stuttgart. Later in 2017, the 6 founders then came together to found the company ThingOS GmbH, which was notarised in February 2018.

Since 2017, we have extended the ThingOS technology platform and used the platform for projects in the smart home and smart industry context.

How did the Startup Autobahn help you?

Via the Startup Autobahn, we got deeper contacts to the regional and international industry. The Startup Autobahn does a very good job of networking startups and established companies. In the process of the Startup Autobahn, for example, we carried out a





project with Daimler and Hewlett Packard Enterprise in the context of Industry 4.0. In the industrial context, sensors and actuators were linked by our technology platform and applications for production and order picking were developed.

How many employees work at ThingOS?

Meanwhile, we have 10 employees and are about to enlarge our team. Currently we are especially looking for web and embedded developers.

Are you international?

Due to the very good national order situation, we are currently particularly active in Germany.

With our presence in the Startup Autobahn and ARENA2036, we can achieve very good visibility both nationally and internationally, to make further contacts.

Why are Baden-Württemberg and the region Stuttgart interesting for you?

BW is characterized by a special mixture of the industry. Big corporates like Daimler, Bosch and Porsche, but also hidden champions like Kärcher and many other bigger and smaller companies. This makes BW a special part of Germany with a lot of large industry and great products. Since our technology platform combines sensors and actuators of different products, we are exactly right here in BW.

What is the future for ThingOS?

We will continue to expand our ThingOS technology platform. This will especially take place in the Smart Industry, Smart Home and Smart Retail segments. Our vision is to become the most attractive edge connectivity platform in the technology space. So if somebody wants to connect smart devices in the future, he should definitely think of us and know that we can significantly accelerate the development of smart device applications. ■ **LW**

Visit the website to learn more about this company under
<https://things.io/>



“Our mission is to become a global standard”

Finding locations using 3 unique words - what3words is even planned to be implemented into the well known TomTom Navigation systems. Learn about the successful start-up in our interview.

INTERVIEW: LUCA WODTKE

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Kranj, Slowenien



Who are you? How would you describe what3words?

what3words is the simplest way to talk about location. We have divided the world into 3m x 3m squares, each with a unique 3-word address. For example, the front door to our office can be found at ///filled.count.soap. As the only global addressing system designed for voice, what3words allows people to refer to any precise location – a delivery entrance, parking spot or remote drone landing point – saying just 3 simple words.

Thousands of organisations have adopted what3words to operate more efficiently, and individuals are finding, saving and sharing places more accurately using the free what3words app. what3words is integrated into car navigation systems and ride-hailing apps, can be used to deliver post in 8 countries to date and is helping

NGOs and disaster response teams to save lives.

When and where did everything start?

what3words was founded in 2013 in London, UK by Chris Sheldrick. Chris worked in the music industry organising music events around the world. When bands and equipment constantly got lost trying to find venues and festival locations, it became clear that regular street addressing wasn't good enough, and the world needed a simpler way to talk about precise locations – the idea for what3words was born. Chris enlisted a friend's help and together they devised a way to turn accurate GPS coordinates into user-friendly word combinations and the first 3-word address algorithm was born on the back of an envelope. Since then the company has gone from strength to strength: it has picked up

multiple awards for innovation and partnered with many major organisations including Mercedes-Benz, Lonely Planet, global logistics giant Aramex, the UN and more.

What is your connection to the Startup Autobahn and Plug & Play?

what3words joined the prestigious Startup Autobahn Acceleration Programme in 2017. The scheme opened many doors, helping what3words engage a number of senior decision makers at a range of large corporations over a short period of time. Being able to fast-track through this, typically, slow process, enabled what3words to execute tests with ambitious automotive innovators in an agile way. The scheme has accelerated what3words work with automotive manufacturers and helped to establish us as a disruptor-to-watch within the



wider automobility space. As a company, we continue to use our valuable connection with Startup Autobahn to drive more excitement for what3words technology around the world. Clare Jones, CCO, and Ashley Cashion, VP in the US, are among the members of our team who have spoken at various SA Plug & Play events in Germany, Japan, and South Africa to date.

How many employees work for what3words?

what3words has quickly grown to a team of over 80 employees, with offices in the UK, US, South Africa, and Mongolia.

Are you international?

what3words is being used in over 170 countries to date. Currently available in 26 languages, half of the world's countries can already use what3words in at least one

of their native languages. Our revolutionary technology is being used in many innovative ways worldwide; from improving the efficiency of DB Schenker's supply chain in Germany; to giving 120,000 residents living in the Rhino Refugee Camp in Uganda an address, so they can tell health workers where they live in an emergency; to helping Domino's Pizza fulfil faster and more reliable pizza deliveries on the Caribbean island of Sint Maarten. Raising awareness for a universal technology, designed for everyone, everywhere, means thinking internationally and travelling extensively - presenting what3words to many CEOs and national governments the world over. In 2017, CEO Chris had the honour of delivering a TED Global talk in Tanzania.

Why are Baden-Württemberg and the region Stuttgart so interesting for you?

Earlier this year Mercedes-Benz became the world's first car company to launch in-vehicle what3words navigation. With headquarters in Stuttgart, what3words has spent a lot of time visiting the city to work closely on all aspects of the integration.

what3words is often cited as one of the most exciting tech disruptors in the automobility space so we anticipate spending an

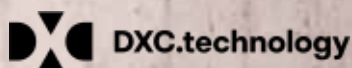
increasing amount of time in the Baden-Württemberg region and wider Germany - a country synonymous with some of the finest, and most innovative, automotive manufacturing in the world.

What does the future of what3words look like?

Our mission is to become a global standard, so everyone everywhere has a precise and fixed address they can use. Another area that is a future focus of ours is voice technology - as we firmly believe that it is the next UI. Being the only system designed for voice, it's quick and easy to speak addresses into the voice-powered devices that are rapidly becoming an integral part of our lives. Speaking traditional street addresses is more complex to enter, often takes multiple steps and is prone to mistakes. Our voice-first technology is significantly improving communication between humans and machines. So as the development of autonomous vehicles, ride-hailing fleets, and drone deliveries increase steadily, speaking 3-word addresses will be the smoothest and most efficient way to navigate the vehicles of the future. ■LW

Discover your 3-word address at map.what3words.com or via the iOS and Android mobile apps.





From Virginia to Böblingen Country roads lead to Baden-Württemberg

DXC Technologies is a corporate from Virginia, USA, who have their German headquarters in Böblingen, right in the heart of Baden-Württemberg. They are partners of the German STARTUP AUTOBAHN, based at Stuttgart University. We interviewed Innovation Program Manager for Industry 4.0 Manuel Meyer about the corporate.

INTERVIEW: LUCA WODTKE



As a corporate, what do you expect from start-ups?

DXC Technology is a leading IT services provider that aims to support its clients in their digital transformation. In this context, it is key for us to be at the forefront of developments in innovation across various industries. To capitalize on the explosive advances in technology, we set out to build an ecosystem of new partnerships with startups in order to create new and meaningful business solutions. In the future, the companies that can build and maintain a network of innovation partners are the ones that will succeed in the digital transformation. We provide this ecosystem to our clients.

Therefore, we don't look for start-ups as suppliers to DXC Technology. In fact, we seek strong partners with a joint vision: building a trustful, honest, transparent,

proactive, and focused partnership, with the objective to jointly help our clients become digital pioneers in their field. To establish this relationship, we have set up a transparent path along with a dedicated team that guides start-ups through this process:

- **Selection:** we look for startups that solve a concrete and relevant business need in our clients' industries, which we can complement with our DXC services, resources and integration capabilities to build a strong value proposition.
- **Technology Testing:** in a set time frame of 100 days, we work on joint prototypes to test our vision, technology interoperability between the startups' and DXC's solution, and the cultural fit. During this phase, we work as one team and solve the challenges together.

- **Testing a Proof of Concept with Customers & Partners:** at this stage, we test the joint solution in a real-world environment by engaging customers or partners that are interested in this topic.
- **Onboarding as DXC Innovation Partner:** After successful completion of the previous steps, we onboard the startup as a partner and discuss a joint go-to-market strategy.

How do you see Baden-Württemberg as a hub for innovation and start-ups?

Innovation happens when deep expertise meets new ideas and possibilities. It is especially powerful when this can happen in areas with the ability to scale. I believe that Baden-Württemberg is a hub that is uniquely positioned to facilitate exactly this. Looking at Baden-Württemberg

as a startup ecosystem, it is smaller in terms of the number of startups and more focused in terms of the topics than other internationally renowned hubs like Berlin, Silicon Valley or Tel Aviv. This doesn't attract as many investors compared to other hubs that could help scale the businesses.

However, startups here benefit from the prosperous legacy of world-class industry excellence based on a landscape of leading enterprises and hidden champions, more diverse and impactful than any other. These companies, headquartered in this region, got to where they are now through their engineering acumen and willingness to push the boundaries of innovation. In times of constant change and disruption, they are looking for startups that help them innovate their business and stay ahead of the game.

This is the perfect ground for startups in the Baden-Württemberg region. There are ecosystems evolving around this concept of bringing the startups together with the corporations in this region. This helps startups to benefit from the unique characteristics of the region by getting access to key stakeholders at these companies that can potentially be a startup's customer at scale. For example, Startup Autobahn, which emerged to be Europe's leading innovation platform in only about 3 years, or ARENA2036 are two great examples that show how this can be operationalized.

**BADEN-
WÜRTTEMBERG
IS THE PERFECT
GROUND FOR
STARTUPS**

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What makes Startup Autobahn and ARENA2036 different from all the other innovation platforms?

Both Startup Autobahn and ARENA2036 are unique concepts themselves. ARENA2036, a research campus focused on the car and the factory of the future, allows its partners to explore the future of the automotive and manufacturing industries. With a long spanning time horizon, it is possible to think outside of existing boundaries and explore radically new ideas. The collaborative nature and the ability to integrate startups as partners in the research projects is one striking argument for us as DXC Technology to engage here.

On the other side, Startup Autobahn's focus is on the collaboration with startups and existing technologies. In my opinion, Startup Autobahn differentiates itself from other innovation platforms through the focus on prototyping and execution. Whereas other innovation platforms focus primarily on identifying startups or supporting them to find the right business models or go-to-market strategies, Startup Autobahn continues beyond this with the objective of connecting startups with the relevant business units of the corporate partners to pursue joint projects within a 100-day program. Through this, we as a partner can focus our efforts on testing the relevant technologies and getting to know the startups on a very detailed basis, which allows us to form successful innovation partnerships.

The exciting part about ARENA2036 and Startup Autobahn is that these two collaborative, cutting edge innovation platforms are combined under one roof. This brings together the concept of long-term research and the agility of technology startups, creating a space with a large set of engaged partners, and diverse

backgrounds and viewpoints.

How will a good start-up idea be implemented in DXC - doesn't the small start-up get lost?

Two things: our approach and the nature of our organization. Our Approach: as already mentioned earlier, we are building an ecosystem of innovative solutions based on our startup partners that supports our clients in their digital transformation. Startups bring their deep expertise in the specific field of their solution to the table, which we can complement with our DXC capabilities. We strongly believe in the power of collaboration, which is what we also aim to represent in our joint-go-to market. Therefore, we work together on solutions and give the startup access to our client and partner network.

Our Organization: the DXC Digital Services Innovation Team for North and Central Europe is a unit within DXC Technology that is specifically set up to support the startups in accessing the right departments and stakeholders within DXC Technology. The team helps the partner to build processes including a technical evaluation, the training of resources, and the go-to-market planning, and as such ensures the success of the collaboration.

To conclude, our startup partners, small or at scale, have great ideas and we make sure that great ideas don't get lost but help our clients to successfully thrive on change! ■LW

Manuel Meyer is Innovation Program Manager at DXC Technology, responsible for the Industry 4.0 innovation activities within North and Central Europe. He identifies, tests and scales new technologies to help customers embrace the power of new ideas within their existing business framework. In addition, Manuel manages the partnerships with the innovation platform STARTUP AUTOBAHN and the research campus ARENA2036.



“It’s very important to support your workforce”



mm-lab GmbH General Manager, Dr. Andreas Streit answers questions about the welcome and innovation culture of his IT-company. He shares how the recruiting of foreign specialists is handled by his company and what is being done to create a career entry for international specialists.

INTERVIEW: ARIADNE DIMAKOU | EDIT: LUCA WODTKE

Tell us about the recruitment of international employees. How many are there and how do you find them?

About 18% of our workforce is made up of foreign employees. We look for these at specialist events and job fair in the region, but also over the Internet and through the ZAV (Zentrale Auslands- und Fachvermittlung) of the recruitment agency. We recruit international workforce both abroad and in Germany, for example from German universities.

How do you make these international specialists feel comfortable in your company?

Before the employee arrives in Germany, if necessary, we will take care of moving and registering in advance and support them in their search for accommodation. When it comes to logistics, a German employer can achieve a lot with little effort, for example if he approaches a landlord and recommends the new employee. When joining the company, we

provide new professionals with a mentor who is familiar with the company and its culture, but also with the work content. Ideally, this mentor also has appropriate migration experience. In exchange, we do expect new employees to speak enough English. As soon as they join us, we actively support and encourage them to learn German. Most work content can be translated into English, but we consider learning German a necessary prerequisite for a successful integration into job and life in Germany.

Are there any examples of a quick rise and a successful career by foreign talents in your company?

Most certainly. Our project assistant comes from Central America and came to us with a good German language skills. She has accepted the support of all our customer projects within a very short time and is actively changing her role. Now, she is also responsible for the project purchasing. We have hired a software developer from India, who

has become a scrum master (team leader in software development) within half a year. She came to us with very simple German language skills and is learning German very fast.

WE CAN LEARN FROM OUR EMPLOYEES AS MUCH AS THEY LEARN FROM US

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What positive impulses do young foreign specialists give for the corporate culture?

Several years ago we had several young developers from Spain with us. They showed us that even in project management, the Spanish way of life of not approaching all problems too stubbornly can be profitable for all. We learn from our employees, and they learn from us. ■AD

A home for SOCIAL ENTREPRENEURSHIP



The social entrepreneurs have been represented for a time already in Baden-Württemberg and are continuously gaining importance. In Stuttgart, they have an active supporter for over 20 years now: the Social Impact gGmbH.

TEXT: ARIADNE DIMAKOU

Since its foundation in 1994, the Social Impact gGmbH from Stuttgart has been developing products and services that secure the future viability and social equity in the region of Baden-Württemberg's capital. The NGO operated for its first years under the name 'iq consult' and is ever since instrumental in designing and implementing innovative qualifications as well as supporting socially disadvantaged groups.

Consultancy based on social responsibility awareness

Social Impact provides expert start-up consultancy. For several years, the NGO operating today from the estate of Stuttgart's Merz Academy has focused its work on supporting social startups that use their ideas to solve social challenges in an entrepreneurial way. Those start-ups are given grants that fund up to eight months of professional consultancy, coaching, workshops and co-working workplaces. Social Impact also offers foundation programs for special target groups like migrants, young unemployed people and people with disabilities.

Social Impact Labs: Space for social innovation

Since 2011, the Social Impact gGmbH has been developing labs offering programs for start-ups in various German cities, including Berlin, Hamburg, Frankfurt, Leipzig, Duisburg, Potsdam and Stuttgart. The labs provide a scope for co-working, networking and events in addition to the programs mentioned above. The Social Impact Lab Stuttgart has developed the „Wirkungsschaffer“ (German for “the impact makers”) program to support social innovation and

entrepreneurship in Baden-Württemberg. This program is sponsored by the Vector Foundation, Karl-Schlecht Foundation and Caritas Stuttgart. For more information, please visit the website: <https://stuttgart.socialimpactlab.eu/>

Success in numbers

In the period between 2011 and 2017, among the social start-ups taking part In the Social Impact's programs

- ▶ some 400 teams were taken on
- ▶ about 200 teams set up a social enterprise
- ▶ just over 20 teams discontinued their business activities
- ▶ and numerous teams won over 170 national and international awards

The goal of excellence

The services of Social Impact gGmbH have won many awards from, for example, the BMAS (abbreviation for the Federal Ministry of Labour and Social Affairs), BMWi (abbreviation for Federal Ministry of Economics and Energy), The German Council for Sustainable Development, the EU, the OECD and the initiative “Germany - Land of Ideas”. The CEO of Social Impact gGmbH Norbert Kunz was made an Ashoka Fellow and won the 2010 Social Entrepreneur of the Year award by the Schwab Foundation. Social Impact has a staff of about 90 people and is sponsored by various well-known companies and foundations. ■AD

More information on the NGO's international networks and working areas here: <https://socialimpact.eu/EN>



FESTO

Learning added value in another dimension

Global Player Festo AG from Esslingen introduces its learning factory

It is a feature of the region: Baden-Württemberg's economic strength in Germany and beyond the local borders is based on the readiness of its people to reinvent products and production.

The Festo AG & Co. KG is another local hero with a global reach, located in Esslingen am Neckar in the southeast suburbs of Stuttgart. The company delivers pneumatic and electrical automation technology with great success over many years. But this is only one field of competence. In 1965, FESTO established its subsidiary company Festo Didactic, which has developed into the world's leading educational service provider in the field of industrial automation.

The product and service portfolio offers customers holistic educational solutions for all areas of technology in factory and process automation, such as pneumatics, hydraulics, electrical engineering, production

technology, mechanical engineering, mechatronics, CNC and telecommunications to name a few. Intuitive and fast learning is achieved through practical learning systems and so-called learning factories that make the technologies and processes of industrial production immediately tangible and understandable.

With experienced trainers and consultants as well as the right formats and methods, Festo Didactic empowers industrial companies to increase the efficiency of their supply chain and related processes and to gain competitive advantages. With over 850 employees in 80 countries, Festo Didactic is the world leader in industrial education and training that makes the



employees of interested companies and thereby the companies themselves successful on a sustainable and demonstrable basis.

Consulting services

Apart from providing professional trainers, FESTO Didactic also offers consulting to companies aiming to change or better say to optimize their strategy and business processes on the long term. Taking into account the aspects of change management, the further development of management processes and the introduction of strategic competence management complete the systemic approach.

On this basis, FESTO Didactic develops together with its customers sustainable solutions for their projects on the way to the highest added value in their production system. The counseling service is supported by the in-house seminar offers accompanying the project.

Seminars

Seminars, workshops and simulation games take place in over 30 venues in Germany, Austria and Switzerland. In addition to the basic seminars, exercise-related trainings enable the teaching of specific contents and relate to the working environment of the participants. The topics are combined or adapted to specific requirements and special features of every single company taking the training. In addition to theory, practical exercises are a focus and are carried out on specially developed training devices with the latest industrial components.

The coaches of FESTO Didactic either come to the company's premises or they carry out the training in a Festo training room - also in the new Festo technology and learning factory in Scharnhausen, where learning becomes tangible in the work process.

Expert meeting: Festo's learning factory Scharnhausen

At its new Scharnhausen plant, Festo AG faces the challenge of counteracting the special demands of learning combined with everyday work tasks.

As a didactic image of the main Festo factory, the Scharnhausen technology factory is a decisive impulse generator for the automation of the future and the leading Festo plant for the production of valves, valve terminals and electronics. On 220 square meters and in freely designable learning places, the imparting of knowledge and skills to more than 100 learning topics is possible. The employees of the plant will complete an average of more than three training courses per year.

The modules are designed so that participating professionals can train before, during or after their shift work. Those modules have this way a practical relevance by proximity to the real processes, but also enable a trouble-free and close to the real working environment learning. The teaching staff are managers and experienced employees who train in real, didactically simplified workplaces.

What distinguishes the learning factory in Scharnhausen as a learning location are productive and energy-efficient processes, the highest quality of the products and a pronounced customer orientation as well as a sustainable and environmentally conscious production. Further objectives of the training in the learning factory are shorter training periods, increased flexibility and significant influences on cross-cutting issues such as energy efficiency or manufacturing processes. ■

Learn more on <https://www.festo-didactic.com/de-de/>



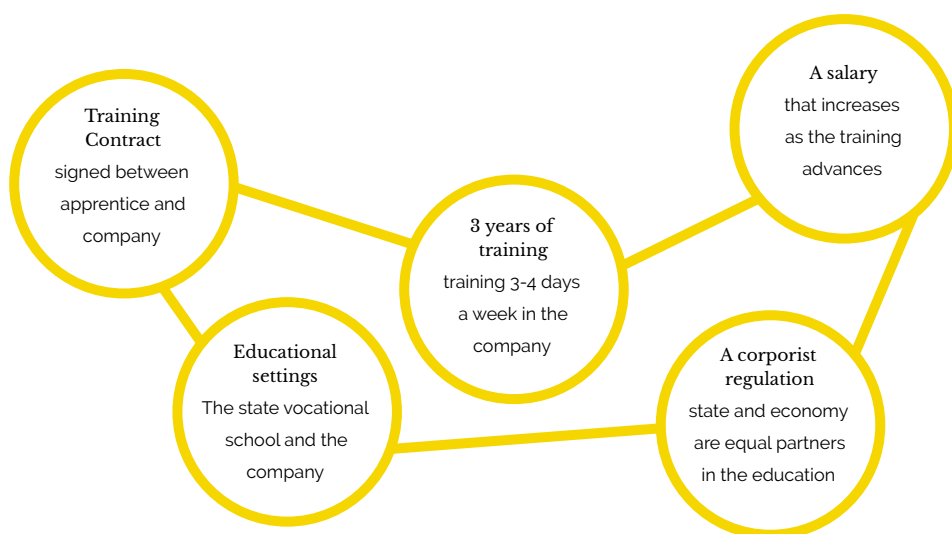
Dual Education: The slightly different training-on-the-job

TEXT: ARIADNE DIMAKOU

► A success story from the pre-industrial era

The roots of vocational training lie in the pre-industrial age of Germany. Back then, when the guilds were representing what we today know as the professional associations, it was customary in some cities to train apprentices practically in the craft sector. The latter had to attend even final examinations, which were defined and implemented by the guilds. In the course of history, and especially during the industrial revolution, the craft enterprises got under increasing pressure, though. Manufactures, liberal views on professional and trade freedom and the rigid nature of the guilds ultimately led to the end of the then known vocational training model. Every country reacted differently

to the industrialisation of the economic processes. Germany passed the Handicrafts Act (1897) and handed the responsibility for the regulation and implementation of the practical training of the country's



The dual training system established in Germany is also widespread in Switzerland, Austria and Denmark. Similar, also vowed vocational training systems are the English "training-on-the-job" model, where professional skills are conveyed as needed, as well as the French model of training at state-run vocational schools with a weaker involvement of the economy.

apprentices over to the craft chambers. Later, the German industry also followed this training model and developed it further in line with the labour market requirements. In 1969, the German State became the second central player in the regulation, implementation and promotion of the vocational training, and still plays an important role. Ever since, the vocational training, known in Germany as “Ausbildung”, has been uniformly regulated all over the country.

► **The characteristics of dual education:**
An overview

What began in October 1974 as a pilot project with 164 high school graduates and 50 companies from the regions around Stuttgart and Mannheim, has now developed into a successful higher education concept for Baden-Württemberg. For the first time in the recent history of the dual training concept, the high school graduates, who enrolled back then for their studies at the Vocational Academies (German “Berufsakademien”) in Stuttgart and Mannheim, were taught by their professors and additionally by specialists from various business enterprises at the companies’ premises. That way, the foundations were laid for the establishment of an educational institution, which enables and further develops such a “dual higher education”: the Cooperative State University of Baden-Württemberg (in German “Duale Hochschule Baden-Württemberg”, abbreviated as DHBW).

► **What distinguishes the DHBW from the training-on-the-job-model?**

If you look at the university landscape of Germany and on the regularly appearing worldwide university rankings, you will see that there are so many different study options as there are opinions about the quality of the offered courses. The advantages of the DHBW concept consist, on the one hand, of the altering theory and practice phases and, on the other hand, of the close cooperation with the economy. Nevertheless, one should consider the DHBW for more than just a brokerage event where the students can meet the one or other famous employer. As the name suggests, the central feature of the DHBW is its dual study concept: practice-oriented studies and an academically demanding teaching.

At the DHBW, students change their learning environment between the lecture room and the employer's premises every three months. During their residence and active training at the employer's site, they acquire professional knowledge and practical Know-How, as well as the necessary work and social competences needed in their later professional routine. Theory and

**The
DHBW:
Numbers
&
Figures**

12
Locations

Heidenheim, Heilbronn, Karlsruhe, Lörrach, Mannheim, Mosbach, Bad Mergentheim, Ravensburg, Friedrichshafen, Stuttgart, Horb

**over
20**

courses of study in the fields of technology, economics and social sciences

**over
9000**

companies and social institutions in Baden-Württemberg

7150

is the current number of staff

3

Campuses

practice contents are closely aligned with each other and the curricula are determined by the training staff to comply with current developments in business, technology and society. The achievements in the practical phases are an integral part of the studies.

► **What characterises the labour market in Germany?**

Throughout the past ten years, employment in Germany has grown to the highest level since the country's reunification in 1989/1990 – the accession of the German Democratic Republic (DDR) to the Federal Republic of Germany. By the end of 2015, there was an increase in employment in almost all sectors and in all federal states, and the trend remains upward. The predictions of the Federal Ministry of Economics and Energy demonstrate the employment of around 44,9 Mio citizens in the country in 2018 and a declining unemployment rate (3,1% in 2018, 2,9% predicted in 2019).

Among those sectors, the so-called tertiary sector - public and private service providers like commerce, transport, real estate leasing, financial services, tourism, health care and social security, banking and insurance - dominates with 32,98 Mio employees (and 68,7% of the GVA in 2017). The manufacturing industry has been and remains, though, an important one in Germany, with about 10.7 million employees in 2017 and a contribution of 25,6% to the country's GVA in 2017.

At the same time, the importance of other industries is reduced considerably, like, for example, the construction industry (812 thousand employees in 2017, 4,9% of GVA) and the agriculture and forestry sector (620 thousand employees in 2017, 0,7% of GVA). Other sectors experiencing an importance decline are the commodity and production industries, capital goods

and consumer goods manufacturing, energy and water supply.

Between the Federal States of Germany, Baden-Württemberg has acquired a pioneering role with an unemployment rate of 3.1% in June 2018 - including with 2.5% the lowest youth unemployment rate in Germany - and a real economic growth of 2,3% by the end of 2017. The demand of the economy has remained unbroken with 104,245 vacancies (January 2018) and is increasing.

Having the above said in mind, it is obvious that the job demand is shaped to a considerable extent in accordance with the labour market situation - and indirectly in accordance with the offer and demand in the field of vocational education. It's a fact that the labour market situation in Germany depends to a decisive extent on the in-company training and dual education system. Today, the unemployment rate of young people up to 25 years of age in Germany has dropped to 6,2 % in June 2018 -that makes Germany second in the lowest unemployment rates, Baden-Württemberg being the Federal State with the lowest unemployment rate (2,6% in July 2018, followed by Bavaria with 2,7% and West Germany with 4,6%). In the generation of 25 to 30 year olds', about 4,1 Mio (corresponding to about 60% of this age group in Germany) are permanent employees and, among those who have completed a dual vocational training at a company, approximately 31% were taken over and employed long-term in 2017.

► **So, are dual studies the backbone of the modern German economy?**

Despite the promising numbers, there has been a significant change in the German vocational training

market over the past 12 years. While in 2005 there were more applicants for training courses than actual workplaces within the companies, in 2017 both the number of places offered and the number of young people in need of vocational training increased. However, for the eighth consecutive year, the number of training places that could not be filled rose. Counting 48,900 open training posts in 2017, Germany is looking back at a number so high like in 1994. On the other hand, the negative trend in demand for apprenticeship places has been broken: it rose for the first time since 2011, among other things because more and more refugees were to be found among the training place applicants.

The situation of demand from both sides varies per State. In Western and Southern Germany, and among those States also in Baden-Württemberg, sufficient company training centers provide many apprenticeship places, but there is a downside to it: a saturation in the demand within certain work areas. In particular, the commercial area, the media sector and the artistic and creative professions like Media design and marketing are just before demand saturation - those were the numbers for 2016/2017. The fields looking, increasingly worried, for trainees are commercial trade, hotel and catering professions, food production and sale, as well as the branches of construction and precision engineering and tooling technology.

The above listed disparities generate doubts about the future of the success story "in-company training" and accordingly the success of the dual studies concept. One thing is clear: in order to remain attractive to the economy and the applying young adults, the dual education system has to adapt continuously to the

developments on the labour market.

Considering the changes and the demand for qualified personnel in the professional structure as this is being introduced in Germany for the past years - which initiated among other the new immigration law for also non-EU citizens - the country and its qualitative higher education and economy landscape must develop new promising training programs. That is an important starting point for the attraction of local and international talents which will not only provide the economy with competent in-company trained professionals but also make the vocational education and dual studies model attractive again. That is a demonstration of the slogan "one hand washes the other" which may bear fruit and shape considerably Germany's further efficiency in the global economy. ■AD





“We are an ecosystem for innovation”

President of the Cooperative State University of Baden-Württemberg (DHBW)
Prof. Arnold van Zyl on the uniqueness of the dual concept

INTERVIEW: ARIADNE DIMAKOU

Four different areas of study, over 20 degree programs, 100 fields of study, about 33.500 enrolled students in the past winter semester (2017/2018): The Cooperative State University of Baden-Württemberg has grown into a giant in the German higher education landscape. Their dual concept is in demand worldwide and appealing equally to school graduates, companies and politicians. We spoke with the president of DHBW, Professor Arnold van Zyl, about internationalisation and why this educational concept is not blindly transferable to foreign economies.

How does your institution adapt to a rapidly changing world, for example through digitalisation, Mr Prof. van Zyl?

We are successful in this adaptation, because here in Baden-Württemberg we have an active ecosystem of innovative companies in all industries and in every community. Our sensors for change are our course leaders, who look after the students on site but also the companies where the practice phase takes place.

Our study commission in the departments of technology, economics and social affairs then picks

up those impulses. However, the unique feature of the DHBW are the companies that are involved in the processes of curriculum development and management, and which also provide lecturers. That's how we stay agile and have adapted a range of programs to meet the demands of digital business models. However, we do not want to train a pure Bosch or Daimler engineer - and we value degrees that are academically recognised but also relevant.

This is also attracting great attention from abroad. How international is the DHBW?

Our international strategy is based on three pillars. That is, first of all, the needs of our dual partners. They are successful companies that are strong in exports and often have branches abroad. Teaching intercultural competence to our students is, therefore, a very important part of the curricula. This lecture is filled with life in the exchange semesters our students can attend and, of course, in the internships abroad in the companies. Nearly 40% of our students go abroad during their studies.

OUR
EDUCATIONAL
MODEL
COMBINES
ACADEMIC
EDUCATION
WITH THE
GOAL OF
EMPLOYABILITY

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And what are the activities of your university abroad?

The second pillar of internationalisation consists, indeed, of our own activities abroad, where our partners report demands and needs. Take Kecskemet in Hungary, where Daimler and Knorr-Bremse and other enterprises are active. Together with the university there and the German industry, we have designed an engineering course on site, to which we contributed with our Know-How. Our tasks are the conception, the mediation of teachers and also the quality control.

In Taicang in China, where Kern-Liebers and many other medium-sized companies from Baden-Württemberg are based, we have created an engineering degree program for 25 students together with the dual partners and the Chinese education partners. In this case, we applied our advisory capacities and have developed a model of a curriculum in consultation with a local education partner and our industry partners.

We also help in the further education of teachers in the premises of the companies. But the responsibility for the organisation as well as the awarding of degrees lies entirely with the partner in Nanjing. We have no claim to establish our own colleges abroad.

So, acting like the Anglo-Saxon universities, which are expanding abroad with their own brand, is out of the question for the DHBW...?

Yes, definitely. On the one hand, we wouldn't be able to deal with the specific features of the local and different educational cultures. What is important to us is the feedback from companies that want to remain internationally competitive. This also helps the business developers, who thus make their region more attractive

WE HAVE NO
CLAIM TO
ESTABLISH
OUR OWN
COLLEGES
ABROAD

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for the investment and settlement of industrial companies. Our advice is appreciated, by the way, also in the third pillar - our involvement in development cooperation. Here, we work together with the GIZ (abbreviation for the German term for "German Corporation for International Cooperation"), especially in Latin America. There is now a network of nine universities and colleges, called the "Dual University Latin America". Currently, we are also involved in building a dual university in East Jerusalem.

The recruitment of foreign students has not been listed as a pillar of internationalisation...

Deliberately not, because we can not really actively go into recruiting abroad. The prerequisite for studying at the DHBW is, in addi-



tion to the Abitur (German high school degree), still a signed employment contract of the students at a company. Of course, if one of our industry partners announces the need to train 15 to 20 people from all over the world here in Baden-Württemberg, then we can respond to the demand of the Dual Partners with curricula and even provide courses in English. But the initiative must come from the companies. We must and want to focus on our core business here in the country.

And despite that, the international admiration of the dual model in Baden-Württemberg won't diminish. What requirements must be met to enable the implementation of the dual studies abroad?

First of all, it is important not to confuse our model with that of the dual vocational training. Those two different concepts are very often thrown together and regarded as a promising German solution: If your country had it as well, you would perform the same in the global competition. This view is, I think, nonsense. I see four prerequisites for a dual orientation to work. First, there really needs to be a critical mass of companies that can and will proactively invest in their employees' minds as well as in curricula and teaching. Secondly, there is a real need for acceptance in the education systems as such, including a formal acceptance: accreditation and certification of the dual studies model are urgently needed. The refusal of a "degree" still means that you can not study "outside of an university". Third, the dual approach won't work without the willingness of universities and their professors to accept and co-develop a dual model of full-fledged academic education. And at the universities, a cultural change is needed as well. A dual system can not be commanded. The teachers have to be convinced that the practical study of an

**WE MUST
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COUNTRY**

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Prof. Arnold van Zyl

object, the reflection on it, the subsequent theory formation and the renewed practical discussion are a cyclical and innovative learning model. And fourth, you need the know-how to organise such a model in practice. The organisation is, by the way, not entirely trivial, we've learned that throughout over forty years now.

With those four criteria, the number of education systems, in which the concept of the Coöperative State University of Baden-Württemberg could be easily "exported", is greatly reduced...

Yes, that's right. Many politicians only see the successes of this mo-

del, but the cultural, financial and educational conditions that must exist for this success are often not considered. The DHBW is, therefore, not an export good that you can easily shop. It has to be done locally, by the people there. And the DHBW's DNA also means that we are an innovative university, a third, independent pillar in the educational landscape - and not a hierarchically subordinate addition to the regular operation of universities or technical colleges. This is the only way we have become attractive - for the best high school graduates in the State as well as for education policy far beyond Baden-Württemberg and Germany. ■AD





UNIVERSITY OF FURTWANGEN: “WE MAY BE SMALL, BUT WE HAVE A LOT TO OFFER”

In the scenic black forest in Baden-Württemberg, we find a university with high tech IT-facilities and amazing career possibilities. Furtwangen University presents itself in a pitch.

Where we are

Furtwangen University lies in the Black Forest region of southern Germany. This beautiful area, with its rolling hills and vast forests, is one of the most popular holiday areas in Germany. Yet, Furtwangen's location in the very heart of Europe means many major cities, such as Strasbourg, Stuttgart, and Zürich are not far away. What's more, this is one of the fastest-growing and most vibrant economic regions in Europe, home to many global companies such as Porsche, Daimler, Bosch, Siemens and SAP, with whom Furtwangen University maintains excellent contacts. There is a welcoming atmosphere for students from around the globe on the HFU campuses. “We are truly international,” says HFU President, Dr. Rolf Schofer, “with students from over 90 different countries, several degree programmes taught entirely in English, 140 partner universities worldwide and an international body of staff.” In 2013 Furtwangen University had the highest percentage of non-German academic staff of all universities in Germany.

Who we are

Furtwangen University (HFU) is a state-run university of applied sciences with around 6000 students, located on 3 campuses in and near the Black Forest. Being small enables us to focus on quality and the

needs of our students. We have a great deal to offer - a dynamic, international atmosphere, forward-looking degree programmes, exciting research opportunities, high-tech facilities, a safe and supportive learning environment, top quality teaching, and close links with the business sector.

With over 60 innovative and practical degree programmes at both bachelor and master's levels, and the option to do a doctorate in some fields, we provide a wide range of academic opportunities. Our strong international orientation means we offer an ever-increasing number of programmes taught in English, besides our bilingual and German programmes. Students from over 90 different countries around the world have already graduated. Almost half of our degree courses include an internship and we encourage our students to take exchange semesters abroad. We make this easy by providing all the organizational support students need, including the option of studying at one of 140 partner universities around the globe. All our degrees are internationally-recognized and our accreditation award means the high quality of all our degree programmes and services is guaranteed university-wide. Over 170 professors, with top academic, professional qualifications and broad-ranging international experience, provide outstanding teaching. High

rankings in European university league tables reflect the excellent reputation for teaching, research, and employability which we enjoy among students and employers.

Our students benefit from friendly contact with professors and staff, as well as from our outstanding support services and facilities. These include ultra-modern laboratories, a high-tech IT infrastructure and one of the best university libraries in Germany. As an Elite Sports university, we also make it easier for top athletes to continue their studies while competing. A practical, top quality, "Made in Germany" degree from a prestigious university guarantees excellent career prospects.

Our degree programmes

We offer 60 innovative bachelor's and master's degree programmes in the following areas:

- ▶ Engineering
- ▶ Computer Sciences
- ▶ Business Information Systems
- ▶ Business Administration and Engineering
- ▶ Digital Media
- ▶ International Business
- ▶ Health/Life Sciences

Consecutive master's degrees and doctorates (PhDs)

It is possible to go on to do a postgraduate master's degree and even a doctorate (PhD) in some fields. Our doctoral programme, which is organized with affiliate universities, has allowed many of our master's graduates to take this step. Some have now become professors themselves.

Study programme format

The degree programmes are made up of a series of modules which are completed over a period of several semesters. These are usually taught in the form of lectures. Project work and presentations, often carried out in groups, are an integral part of our programmes. Many of the English and bilingual programmes have a strong international focus, including languages such as French, Spanish or Chinese and intercultural communication modules, as well as integrated exchange semesters and foreign internships. International students have the option of doing an internship in Germany or choosing another country.

Our campuses

The Furtwangen Campus, the original and largest of the 3 campuses, is located in the centre of the small town of Furtwangen (c. 10,000 inhabitants), in the heart of the Black Forest. Furtwangen was historically an important clockmaking town and the university has its origins in the former clockmaking school. The

modern campus has high-tech labs and an IT infrastructure.

The Schwenningen Campus is situated in the twin town of Villingen-Schwenningen (c. 80,000 inhabitants) approximately 30 kilometres east of Furtwangen. Students studying at the Schwenningen campus can take advantage of all the facilities this bustling town has to offer, from shops, restaurants, pubs and cafés, to a modern indoor swimming pool, an ice rink and cinemas. Established in a former clock factory, the campus architecture is a mix of historic and modern buildings, including the award-winning library completed in 2011.

The newest and smallest campus in Tuttlingen (c. 35,000 inhabitants) is located in an area of green countryside, commonly known as "Medical Valley", in the centre of the medical technology industry. The town is built around the Honberg Hill, site of a ruined medieval fort, nowadays used as a picturesque location for festivals and concerts in summer. Tuttlingen is a world centre of medical equipment production with 50% of the world's surgical equipment manufactured here.

Practical degree programmes

HFU graduates have excellent career prospects due to the applied nature of our innovative degree programmes. Our academic programmes are specifically designed to provide graduates with the practical skills and knowledge required in the working world. Research is an important part of many of our master's degree programmes. It aims to meet the specific needs of end-users, finding practical solutions to real-life situations.

HFU cooperates closely with the numerous high-tech firms in the fields of electrical and mechanical engineering and in the automotive and computer industries which are located in this area of southern Germany. Professionals are invited to lecture or are involved in developing the curriculum and also act as internship or thesis partners.



These factors explain why Furtwangen University is ranked highly in the area of employability by both national and international businesses, and by our students themselves. ■

More information can be found on our website: <https://www.hs-furtwangen.de/en/>

STUBE BW: STUDYING BETWEEN CONTINENTS

The study supporting programme STUBE enables young people from Africa, Asia and Latin America to pursue their studies in development policy. Director Angelika Weber on her work.

TEXT: ARIADNE DIMAKOU

In the Wintersemester 2015/2016, Baden-Württemberg's universities counted around 35,000 foreign students. Among them, more than half originate from Africa, Asia or Latin America. But the country or even continent of origin is not the decisive factor when it comes to the challenges met while studying in the Federal State. The young newcomers are confronted with both the new content of the university courses and the integration into a foreign culture. Finding one's way around university and working life is difficult for many students not yet familiar with the processes of Germany's upper education system, labour market and society as such.

► A study program develops into a community

In order to help the young newcomers take their first steps in Baden-Württemberg and to support their studies, the study accompanying program for students

from Africa, Asia, Latin America and Eastern Europe - in short STUBE - was established in Stuttgart. The program is an intercultural and interdisciplinary education program that is concerned with both the further education of the students here in Baden-Württemberg as well as with their preparation for the return to their homelands when it is time. STUBE is supported by the Evangelical Lutheran Church of Württemberg and is also funded by funds from the Evangelical Church of Baden, Brot für die Welt (German for "Bread for the World"), the Diocese of Rottenburg-Stuttgart and the State Ministry.

The special feature of STUBE is that the program deals predominantly with so-called "freemovers" - that means students who enter Germany without a scholarship and have to finance their studies from their own pockets. Angelika Weber, director of STUBE



Baden-Württemberg, explains the particular difficulties which students from Africa, Asia, Eastern Europe and Latin America are facing in the Federal State: "To be able to enrol here, those students are demanded to have a bank account with an amount of approximately 8,000 euros, which must be renewed again and again. They do not have access to this money, the account is locked. That's why the young people coming to study here make their living in the evenings, on weekends or in the semester break all by themselves. They have to live very economical and modest".

► **Sharing is caring - beyond the classroom**

STUBE is not a scholarship program, though. The educational offers provide development-related training and awareness through various seminars and workshops. These are divided into ten weekend seminars and several day seminars, which are spread throughout the year and cover topics like health policy, climate change, racism, development policy or food security. "You have to imagine STUBE as development-related studies," says Angelika Weber. In addition to the acquisition of content related knowledge, these seminars also are a possibility for the students to share their opinions and views with each other - professionally as well as privately.

Karen is from Kenya and is studying "Planning and Participation" in Stuttgart. Although she feels well in Baden-Württemberg, she was often lonely at the beginning of her studies. "I did my bachelor's degree in Tübingen and was the only one from Africa there" she recalls. "At STUBE, I've met a lot more students who have the same experiences as me. STUBE has given me a sense of a community". However, for Karen, STUBE is important also for other reasons. There is a lively exchange among the students at the offered seminars, she says. Whether it's the search for a job, an apartment or any other difficulty - the seminars serve the students as a way to build a network and help each other.

**STUBE HAS GIVEN
ME A SENSE OF A
COMMUNITY**

– Karen

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► **The multiplier program: Integration from both sides**

STUBE not only supports the students in their integration process, but also provides them a platform to talk about their home countries and to impart knowledge. The multiplier program serves exactly this purpose. In the framework of this program, students take part in three particular STUBE seminars as well

as in a coaching which qualifies them as speakers in schools or similar institutions. In those institutions, the young students are offering interactive lessons on a topic of their choice. "It feels like integration from both sides" says Karen, who has been a referent in the multiplier program twice. "Knowing that you are contributing to the learning process of others and, in particular, knowing that they hear this way about my country is a good feeling".

► **The option of returning home**

Apart from the multiplier program and the development policy seminars, STUBE provides its students with the option of returning to the homeland. The program supports pre-vocational internships and study visits (BPSA) in the respective home countries of the students with taking over the flight costs, the health insurance and a pocket money of 300 Euro. In order to be considered for such a country exchange, students have to visit two STUBE seminars and make an application pointing out the developmental relevance of their stay.

Karen herself was in Kenya about two years ago as part of BPSA and worked there for four weeks on a project on slum upgrading. The program gave her a lot of self-confidence and relief, as she says: "Knowing that you can go home and have the opportunity to find work there has calmed me down a lot," she says. First, however, she would like to gain work experience in Germany in order to be able to apply her knowledge in her home country.

**WITH OUR PROGRAMS,
WE WANT TO HELP
STUDENTS RETURN
TO THEIR HOMELAND
AS HIGHLY QUALIFIED
SPECIALISTS**

– Angelika Weber, director of STUBE

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That's exactly what STUBE is all about, says Angelika Weber. "With our programs, we want to help students return to their homeland as highly qualified specialists", she says. And she wishes to all of her participants a successful return to their home countries. "My hope is that they can go home after five or ten years". Of course, she also has an understanding for students who want to get a good job in Baden-Württemberg and stay. "Economically it's a great location here", she says. ■AD

Welcome Freshmen!

Movie nights, pub crawls and international dinner - how universities in Baden-Württemberg welcome international students

Universität Mannheim

The University of Mannheim attracts students from all over the world. Enjoying the international atmosphere, every fifth student at the university comes from abroad to pursue their degree in Mannheim. There are many reasons for this:

Since the University of Mannheim is **the first German university to adopt the international academic calendar**, international students can easily integrate their stay abroad into their studies.

Furthermore, the University of Mannheim offers a wide range of degree programs and courses taught in English for international students who choose to either come as an exchange student for one or two semesters or as a degree-seeking student completing a whole program of study.

At any time, the International Office assists international students with questions concerning their studies abroad. During the Welcome Week, we hold different orientation events and receptions providing students with important information about the studying system and living in Mannheim. Additional services and international events, e.g. Campus Tours, accommodation services and the International Dinner help students in the process of settling in and connecting with fellow students.



Of course, students can learn the German language and experience the German culture either by attending the **International Summer and Winter Academies or further language and cultural courses during the semester**. Our buddy and coaching program is a fantastic opportunity to learn German outside the classroom while meeting local students.

Additionally, the International Office supports degree-seeking students in preparing a smooth transition into the German job market as part of the program **STEP by STEP** by offering workshops, application trainings and information events.

📄 Visit us online on <https://www.uni-mannheim.de/en/>

Hochschule der Medien Stuttgart

Willkommen an der Hochschule der Medien!

We here at HdM provide an exciting, interesting and colourful Orientation Programme for all new international students at the beginning of each semester. During our orientation period we bring us all together: Internationals, their HdM Buddies, International Office staff and professors. All new students get introduced to life at HdM, we help them with practicalities at and outside of the university, offer campus and city tours - and also have fun leisure activities. Faculty coordinators meet students in the beginning of the semester for an academic advisory session.

Later in the semester we organize the international movie nights, pub crawls through beautiful small bars, visit other German cities and do cultural excursions.

We always do our best to make our Internationals feel at home and to have a broad smile on their faces!



Albert-Ludwigs-Universität Freiburg, International Office

"Welcome Days" approximately two weeks before lectures start with the aim to facilitate the social and academic entry for newly enrolled international students at the University of Freiburg.

"Arrival Days" especially for (overseas) exchange students who come to Freiburg for one or two semesters due to bilateral university contracts - the Arrival Days are offered before the Welcome Days; during the Arrival Days, these exchange students receive a welcome pack (including various information material, dorm keys, Unicard, health insurance, bank account, etc.).

For more information on the Arrival Days, visit:

📄 <http://www.studium.uni-freiburg.de/de/beratung/austausch/freiburg-global-exchange/anreise-start>

In cooperation with the Studierendenwerk Freiburg (SWFR), the "International Semester Start Party" takes place at the end of the Welcome Days. The SWFR will also provide further offers for international students during the semester. For more information on the SWFR, visit: 📄 <https://www.swfr.de/freiburg/>

For this purpose, the departments carry out subject-specific introduction days approximately one week before lectures begin. These are aimed at both national and international students.



BUSINESS & RECRUITING EVENTS 2018/2019

NOV
2018

Jobmesse "Nacht der Unternehmen"

When: 13. November 2018

Where: Mannheim, Congress Center Rosengarten Mannheim

When: 20. November 2018

Where: Stuttgart, Kultur- und Kongresszentrum Liederhalle (KKL)

Living and Working in the Stuttgart Region: Workers's rights and employment Contract / Leben und Arbeiten in der Region Stuttgart: Arbeitnehmerrechte und Arbeitsvertrag

In order to work in Germany, it is important to know your rights and duties. German labour law is surely different from that in your home country.

When: Wednesday, 14.11.2018 / 6 p.m. Uhr

Where: Weltcafé, Charlottenplatz 17, 70173 Stuttgart

Please register: <http://wrs.region-stuttgart.de/workingtreaty>

WiMa-Kongress 2018: Die Karrierebörse für die Fachbereiche Mathe, WiWi, Finance und Informatik

When: 17. November 2018

Where: Ulm, Forum der Universität Ulm

<http://www.wima-kongress.de/>

Jobmesse at Carl Benz Center: Informations- und Networkingplattform für Aus- und Weiterbildung

When: 17. - 18. November 2018

Where: Stuttgart, Carl Benz Center

<https://www.jobmessen.de/stuttgart/>

Successful Application and Working in the Stuttgart Region / Erfolgreich Bewerben und Jobsuche in der Region Stuttgart

The lecture will give you a better idea of employment prospects in Germany, and how the application process works. The event is free of charge and will be conducted in English and German language.

When: 27. November 2018 / 6 p.m.

Where: Stuttgart, Weltcafé, Charlottenplatz 17

Please register: <http://wrs.region-stuttgart.de/successful-application>

CAR-connects: Die automotive Karriere-Messe

When: 28. November 2018 in Böblingen

Where: Legendenhalle Böblingen MOTORWORLD Region Stuttgart

<http://www.car-connects.de/>

DEC
2018

Welcome Club International Students - Quiz Night

When: 03. December 2018 / 7 p.m.
Where: Stuttgart, Weltcafé, Charlottenplatz 17

Welcome Club International Students - Italians living and working in Germany

When: 05 December 2018
Where: Stuttgart, Weltcafé, Charlottenplatz 17

Your path to a successful job interview: Informational event for upper-semester students

When: 12. December 2018/ 7 p.m.-8.30 p.m.
Where: Stuttgart, Weltcafé, Charlottenplatz 17

Interview Training für Internationale Studierende im höheren Semester (only in German).

Mit Anmeldung: Die Teilnehmerzahl ist begrenzt.

When: Friday, 14.12.2018, 10.00 a.m.-4.30 p.m. (individual appointments)
Where: Stuttgart, Welcome Center Stuttgart/Raum: Globales Klassenzimmer (Eingang A, 1. Stock), Charlottenplatz 17

Further information and registration:  <https://welcome.region-stuttgart.de>

2019

Bonding: Firmenkontaktmesse

When: 15. - 17. January 2019
Where: Karlsruhe, Kongresszentrum Karlsruhe

Job fair for international skilled specialists and trainees

There is no registration needed.

When: 01. February .2019/ 1.30-5 p.m.
Where: Stuttgart, IHK Region Stuttgart, Jägerstraße 30, 70174 Stuttgart

Further information: welcome.region-stuttgart.de
In cooperation with: Jobcenter Stuttgart, Agentur für Arbeit Stuttgart, IHK Region Stuttgart, Welcome Service Region Stuttgart/Wirtschaftsförderung Region Stuttgart GmbH

T5 Job-Messe: Die Karrieremesse für technische und naturwissenschaftliche Fach- und Führungskräfte

When: 27. März 2019
Where: Stuttgart, Haus der Wirtschaft

Bonding: Firmenkontaktmesse

When: 15. - 17. April 2019
Where: Stuttgart, Universität Stuttgart

KarriereStart: Jobmesse im Süden für Studenten, Absolventen & Young Professionals

When: 09. May 2019
Where: Ravensburg, Oberschwabenhallen



GREECE - THE EXODUS

How can the country win back the young talents it lost?

TEXT: ARIADNE DIMAKOU

After the EU officially ended the financial support for Greece this August, the country's economy stands on its own shaky feet. But even though European politicians present the financial rescue program as a great success, there is not much to celebrate for the Greeks. For January 1, 2019, further pension cuts of up to 18 per cent are planned. A year later, tax increases will follow, affecting mainly small and middle-income earners. Given those circumstances, it is highly unlikely that the Greek economy will recover anytime soon.

And what about the human capital? According to a recent report of the European Commission, the unemployment rate in Greece remains with 19.1% in June 2018 at a high level. Long-term unemployment (14.5% at the start of 2018) and youth unemployment (39.1% in June 2018) also remain very high. However, the European Commission also points out that employment grew by almost 2% in the first quarter of 2018 and this trend is expected to continue throughout the year.

Taking a closer look at the youth unemployment rates between the ages of 15 to 24, the number has decreased by 2% (from 44.2% in April 2017 to 42.3% in April 2018). Among the 25- to 34-year-olds, unemployment has decreased as well by 2% (from 27.5 % in April last year to 25.4% in April 2018). That is a small but for Greece a noticeable improvement. Nevertheless, the brain drain remains a strongly present phenomenon.

A rich experience in emigration

The background of Greece's drama and how it got into this downward spiral is more or less familiar. Fiscal indiscipline, an introverted growth model driven by consumption, a low degree of innovation and a hostile environment for entrepreneurship are only a few features that dragged the economy to the ground. The country lost 25% of its GDP within the past six years. And despite the fact that structural reforms are underway, there has been no improvement in the economy's extroversion. Greece has not yet re-gained access to the capital market, at least not on reasonable terms.

In this framework, the most devastating characteristic of the Greek financial crisis is the unemployment across several important economic sectors and, building upon that, the increasing number of Greek citizens leaving their country.

According to experts, those circumstances have caused the fifth most intense migration wave Greece has faced in the past 100 years. Three of those periods, including the current one, are related to financial incentives. The other two would be the lost war against the Osman Empire and the related immigration to the USA in the early 20th century, and the guest workers movement towards Germany from 1960 to 1973. Considering the above, it can be said



Greek youth protesting in Athens. Photo credit: Konstantinos Koukopoulos

that Greece is historically and traditionally a country with a rich experience of emigration. To this conclusion came also the Bank of Greece with its in 2016 published survey on the human capital flight Greece is dealing with in the years of the financial crisis. This comparative study focuses precisely on three immigration waves - from 1903 to 1917, the dictatorship from 1969 to 1971 and from 2010 to today - and reveals three key features: All three migration movements have a duration of approximately ten years, an increased intensity of flow and a delay in starting in comparison to the very moment of recording the high unemployment rate.

Poverty and emigration: Two painful consequences for Greece

Greece has lost approximately one million jobs throughout the past six years; that is 21% of the total jobs the country offered in 2008. The fields of construction, non-food manufacturing and retail/wholesale alone account for 2/3 of those one million jobs. Those circumstances affect especially the country's youth over 35 years of age. What is interesting to note here is that youth unemployment is only partly an outcome of the financial crisis. The other side of the story is the fact that the Greek economy structure favours older employees. As a result, there is an uncontrolled job loss for the youth, even in sectors that managed to retain total employment. Considering this context, young professionals seek a way out of those stuck structures in sectors that are either underdeveloped - like the social sector is in Greece - or branches that require skills only they have - like ICT. Given this situation in their homeland, it is a logical consequence that young Greeks are emigrating abroad.

According to all indications of the Bank of Greece's survey, the phenomenon of immigration was strongly observed in 2014 and 2015 and is still ongoing with uninterrupted tensions. Among those economic migrants, young people in the most productive age of 25 to 39 years reached a number of over 50% of all outgoing workers in 2016. This made Greece the country with the highest immigration proportion among all EU member states.

This current flight tendency mainly involves young people with vocational experience, who move mainly to Germany, the UK and the United Arab Emirates.



Students at the Aristotle University of Thessaloniki

The outcome of this migration is not only emotionally difficult for the immigrating young adults, but it also affects the local economy. And in this context, the Greek state and economy are challenged to tackle this sad phenomenon efficiently with long-lasting positive results.

How to win the young talents back

As the report of the Bank of Greece outlines, a shift of economy towards the production sectors as well as the support of young entrepreneurship are important for initiating the change Greece needs at the moment. In this context, the creation of a business-friendly environment for start-ups as well as for those fields of economy strongly represented in Greece is decisive. According to the World Economic Forum's competitiveness indicator for 2016, Greece is one of the largest caterers of scientists and engineers in digital technology as well as the health sector. The vast majority of Greek physicians, educated and trained at great expense in their homeland, have headed for Germany - about 25,000 Greek doctors were believed to work there in 2016.

Having the above said in mind, the crucial elements to build up an entrepreneurial institutional framework are reducing bureaucracy and insurance contributions, maintaining a state-friendly attitude towards business and lowering taxes until the new venture becomes profitable.

Linking higher education with handcraft specialisation

Another issue addressed by the Bank of Greece is the necessity to link higher education to handcraft specialisation. In this framework, the adoption of a so-called "dual education" as it is observed in Germany and other countries of the North can be a tool to redefine

the professions. Apprenticeships and internships shall be supported more competent than so far, in order to equip young adults with a deeper knowledge of the job.

To the suggestions of the Bank of Greece adapts the NGO Endeavour Greece. Observing Greek immigration in their survey “Creating jobs for Youth in Greece” (2016), the NGO recommends an extensive change not only in the structure but also in the mix of sectors in Greek economy. Specific export-led sectors like agriculture/food retail, tourism, ICT etc. will need to aggressively grow in order to replace the share of activity previously allocated to other sectors that now deal with unemployment. At the same time, the local workforce will have to move between the sectors and develop new skills for positions they formerly weren’t qualified to work in.

A flourishing growth of start-ups

Of course, all those recommendations can’t be implemented immediately. To cover the many lost vacancies and among those the 600.000 youth jobs Greece is lacking at the moment, about 10.000 new high-growth companies will be needed, each up to 50 employees. Those were the estimations of Endeavour Greece in 2016. But despite the flourishing growth of start-ups in the country - the number has increased 9 times since 2010, the figure is almost doubling every year – the numbers don’t add up, that’s for sure.

Given this framework, Endeavour Greece defines the current immigration wave as brain circulation rather than brain drain. It is all about pursuing changes where they are. Moving and working abroad helps building an extrovert mentality within the Greek economy and provides the young Greeks with skills

that their homeland education institutes and the labour market have failed to create and provide them with. So, rather than preventing this “Exodus”, Greece should support its relocating young adults to succeed abroad and simultaneously work on rebuilding the country’s economy – so the left behind will be able to develop and the gone abroad will return.

So, what can be done?

To the philosophy of the Bank of Greece and Endeavour Greece adapts the World Hellenic Biomedical Association that recently announced its new Research Training Program in Clinical and Experimental Medicine. The program aims to support future doctors and scientists graduating from the Greek universities in acquiring specialty in university hospitals and medical centres abroad - initially in the USA and in the future also in other countries. The courses are designed to give participants the necessary laboratory and / or clinical experience they need in order to be able to compete on the global market and finally get a position in a hospital or other medical institution abroad.

The interplay: State and economy fulfill a shift towards a sustainable national economy, young immigrants bring in their acquired skills from abroad

Projects like the one described above are not only strengthening the qualifications of the relocating young professionals but are, furthermore, a remarkable contribution to sustain the links to this new generation of international Greeks. At the same time, it is sad to see that Greece is more or less forced to let its young potentials go.

In 2019, elections will be held in Greece and the chance of some corrective policies in fostering economy is becoming more realistic. Nevertheless, it is disappointing to notice that political parties only partially put youth unemployment and brain drain in the focus of the starting electoral dispute. In other words, young Greeks no longer put their faith into the political nominees because the latter are failing them.

What the Government can do, though, in order to attract its “brains” back is to leverage their development and success abroad so both, the young professionals and the Greek State, can achieve an elevation of the national economy. And this is how the interplay between those actors should look like: the government and the industries will have to fulfil a shift towards a favourable and sustainable national economy, so the young immigrants will be able to bring in their acquired skills from abroad and contribute significantly to Greece’s economic growth.

■AD



Monastiraki square and station, Athens

¿POR QUÉ TE VAS?

The Spanish community in Stuttgart discusses their perspectives



Thousands of young Spaniards were looking for jobs and personal development in Germany during the crisis - not too few in the Stuttgart region. There, a large Spain network is very active: Consul General Carlos Medina-Drescher and the Economic Development of the Stuttgart Region have initiated it. At the edubiz conference of New in BW in June, the perspectives of the new migrants were discussed intensively: integration, education, and careers. But also the option of returning home - with a lot of professional experience in the bag.

📁 *Reviews and interviews on newinbw.de*



"YOU DON'T REALLY LOOK LIKE A KAZAKH"

What if you always have to explain that you are German, speak Russian, but come from Kazakhstan?
A life story.

TEXT: VALERIA T.



People confront me with this reaction even today. Most of the time I don't even bother to explain why I am German, speak Russian, but come from Kazakhstan. It is too complicated, anyway. Even my primary school teacher in the third grade couldn't explain the difference between Russians and Kazakhs. On the first day of school, every child had to introduce the origins of its family. "Kazakhstan is in Russia, children," the teacher added to my presentation. Well, almost. But a miss is as good as a mile. I really wish I could turn back time, slip into my timid children's skin and explain to this certain teacher that Kazakhstan is definitely not in Russia. Again, for the general understanding: I was born in Kazakhstan in 1991. My mother comes from a German family, my father has both Russian and German roots. In short, we are Russian Germans.

The common history of the Russian Germans

The common history of Russian Germans begins with Katharina the Great. The German princess and later empress of Russia was the one who invited German settlers to Russia in the 18th century. They should farm this vast but man-free land. In exchange, the empress promised her fellow countrymen liberation

from military service, tax exemption, freedom of religion and other privileges. Many thousands followed her call and settled down mainly around the Volga and the Black Sea. They founded German villages and built mostly closed societies, staying among their peers. They had their own schools and churches, they spoke German and celebrated their own traditions and customs. For the first 30 years it was like that, at least. The special status of German settlers changed, however, considerably in the course of time and their self-administration was dissolved. Despite all that, the Germans were still living in good conditions, which led not least to an anti-German mood in the country.

When World War I broke out, the situation for the Germans in Russia turned drastically. Speaking the German language in public was forbidden and so were German newspapers and books. Although Germans also fought for the Russian army, they were seen as an "inner enemy". And their situation got worse. In 1917, the October Revolution took place, the Czar empire was destroyed and the Soviet Union was founded. All those incidents were followed by civil war, forced labor, a hunger catastrophe, and later by the people's oppression by Stalin. After the Nazis seized power

over Germany and the following German attack on the Soviet Union in the years 1941 to 1945 - the Great Patriotic War as it is called in Russia - the Germans again were described as "fascists", "spies" and "enemies". Thousands of them were suspended from service in the Red Army and were sent to the so-called "Trudarmija," the worker army, and forced to work. That happened also to my great grandfather.

Shortly after the German attack on the Soviet Union, and in a framework of fear that the Russians and the Nazi Germany could collaborate, the forced resettlement of the Russians to the East began. The immigrating Russians were mainly deported to Kazakhstan, Siberia, or the Urals. Families were torn apart, children were separated from their parents. Under the so-called Kommandantur strict reporting requirements, exit restrictions and prohibitions were arranged. For many Russian Germans the family trees and bloodlines started to blur around this period. And the worst part in their already tragic situation was that they had to build their life from zero again. They built houses, cultivated fields, bred cattle, reconstructed entire villages. And as time passed by, Russians and other Soviet citizens moved into these villages, too.

"Homecoming"

It was in the sixties when the departure of the Russians from Kazakhstan and the other populated regions slowly began. This movement flexibility they owe to the German Christian-Democratic politician and later Federal Chancellor of the Federal Republic of Germany Helmut Kohl. He and his party supported this departure, this "homecoming", considerably. The people who left their homelands in the former Soviet Union during this time, however, didn't leave because they were living under bad circumstances. Those people left their familiar locations because they were Germans.

The fall of the Soviet Union triggered the immigration towards Germany: At that time, about one million German repatriates moved out of Eastern Europe and Poland; after 1990 another two million emigrated, most of them from Kazakhstan

A few years later, the situation was quite different. In the nineties, life was, according to my grandparents, "pure chaos". The Soviet Union was falling apart, piece by piece, and not just politically. For many, those times were the worst in their lives. Prices for basic food such as bread and milk increased tenfold from one day to another, corruption and crime were the order of the day. Whoever had the opportunity to leave, took advantage of it. So it happened with my family.

In 1996, we - my parents, the paternal grandparents and I - arrived in Germany with just two suitcases. Back in Kazakhstan we had sold and given away everything we had. As relatives of my family were already living in Ludwigsburg in Baden-Württemberg, we were also sent to this town. Today, almost twenty years later, my family still lives here and is glad that these early years are long history. Still, the fact that life in Germany is not necessarily easier, but rather much more complicated, my family had to learn very quickly - and what German bureaucracy means much more quickly. Packed with thick folders including all the important papers under our arms, the whole family marched through all the authorities and offices. Back then, only my mother understood a little German.

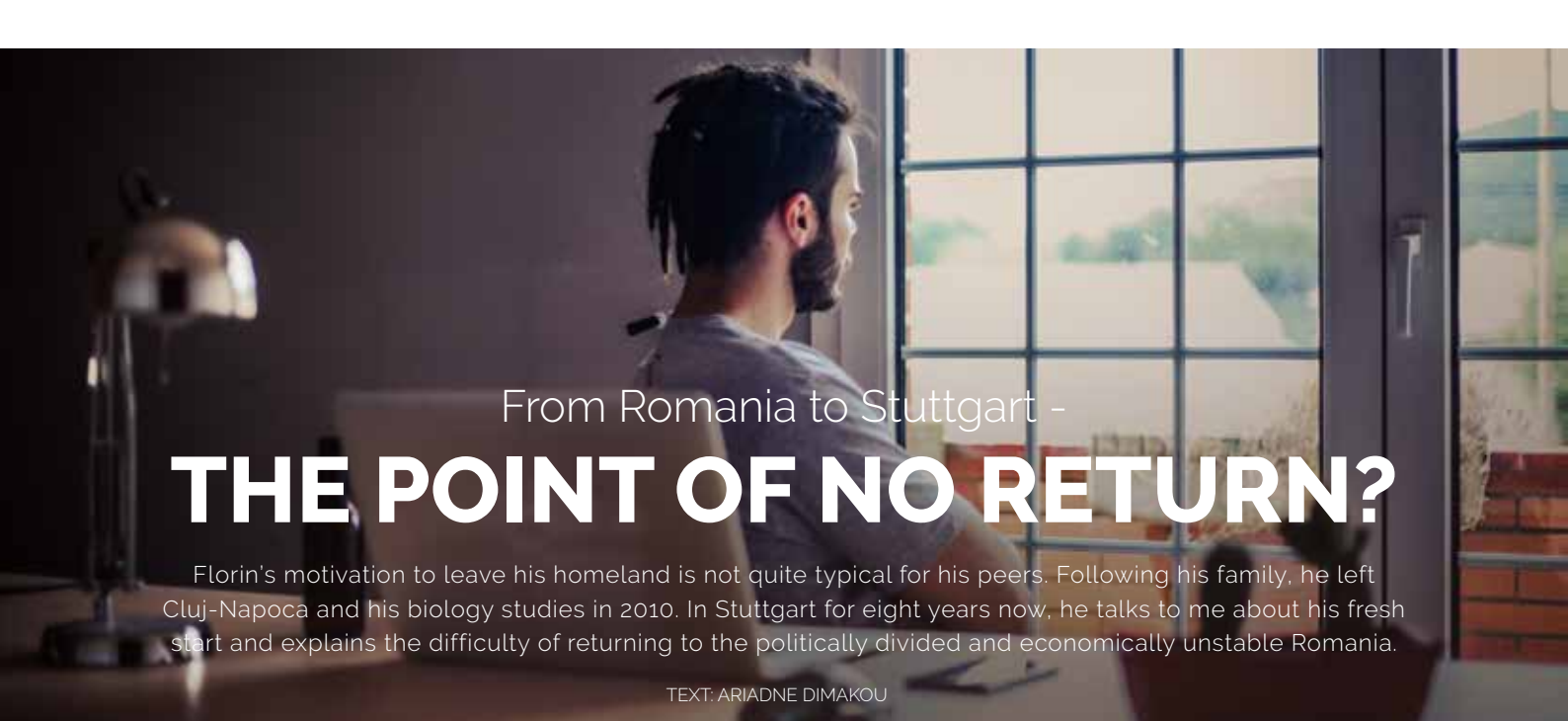
The initial enthusiasm faded quickly, not only in my family. For most of the Russians, moving to Germany was initially associated with a social and societal decline. School degrees and diplomas were not recognised. And the knowledge of the German language, so diligently cultivated back in the homeland, was in Germany only sufficient for the communication at the bakery. Everything that was built up in the Soviet Union was lost. Again, the immigrating Russians had to start from scratch. Many had an academic education and high positions as doctors, engineers and teachers. Suddenly, some of them worked on construction sites, in sales, or not at all. Not a few families were crushed due to those difficult times. Some of the people, mainly the married Russian spouses, who had followed their partners to the German homeland, went back.

Nevertheless, one can say that the Russian Germans, especially in comparison to other ethnic groups, performed a very good and quick integration process. The compulsory German language courses were held for up to two years after the immigrants' arrival in Germany. And with the acquisition of German citizenship a work permit was granted immediately and automatically. The Russian Germans were, furthermore, heavily supported. Only later, at the end of the 90ies, this support was much shortened. Despite the course of things, though, German Russians don't stand out in today's local German society.

"We are and have always been Germans"

When I ask my German great grandparents why the integration of us German Russians has worked out so well, they reply: "Because we are Germans and we have always been Germans. It was clear for all of us that this is the last stop. We will stay here. Here we will live."

So, if the next time someone wants to know why I do not look like a Kazakh, I will refer to this text. Maybe I'll send this article also to the above-mentioned primary school teacher. ■VT

A man with dreadlocks is seen from the side, looking out a large window. The room is dimly lit, with a desk lamp visible on the left. The window shows a view of a city with buildings and greenery.

From Romania to Stuttgart - **THE POINT OF NO RETURN?**

Florin's motivation to leave his homeland is not quite typical for his peers. Following his family, he left Cluj-Napoca and his biology studies in 2010. In Stuttgart for eight years now, he talks to me about his fresh start and explains the difficulty of returning to the politically divided and economically unstable Romania.

TEXT: ARIADNE DIMAKOU

Originating from Transylvania and fluent in Romanian and Hungarian, was it difficult to get familiar with the German language?

When it comes to learning German, I'd say that I was rather lucky to grow up in a period where foreign television and media got introduced and started to gain popularity in Romania. I believe many children growing up in the 90's could relate to me when I say that I partly "owe" my knowledge of the English language to TV channels like Cartoon Network and German to the likes of Super RTL.

This provided a foundation for the years to come, where we had German as part of our school curriculum. "True" skills I acquired after moving to the country in late 2010. While attending an intensive language course over a period of six months, I got to meet and befriend wonderful people, I started working part-time and was more or less "forced" to use German almost exclusively. This constant practicing helped me gain more confidence and become more fluent.

You not only changed your personal environment here in Stuttgart, you also took another career path: From biology to IT.

How did this change of plans happen?

After graduating from high school with the main focus on mathematics and informatics, I had this completely different vision of working in a medical laboratory, doing research and performing blood analyses. This led me towards Cluj-Napoca to study biology. Over the course of the first year, though, I started noticing that these studies, while fascinating, weren't really proceeding in the direction I had expected or hoped for nor were they inspiring me to continue on this path.

In the spring of 2010, I decided to stop my studies before investing more time and energy into them, bite the bullet and take a leap of faith towards Germany. Having already had my first contact with computers as a teenager, I always found these machines fascinating and my curiosity for this field led me back to the path I had already started in high school.

At the beginning of 2012, I started an internship as an IT Administrator at a logistics company in Stuttgart. The internship was followed by an Ausbildung as a Computer Science Expert with the Subject Area System Integration for three more years. I am

still working at the same company today. I believe I finally found what I was looking for.

In Romania, you were studying at the university. In Stuttgart you did an Ausbildung. Which of those two ways do you think provides a better "equipment" for the later job?

That totally depends on what works best for the individual, since both formats have their pros and cons. While higher studies provide a more in-depth and thorough theoretic education which opens doors to broader options later on, an Ausbildung prepares you for a specific job in a more "hands-on" way. This gets you in a workplace environment and to a source of income a lot faster. I, for one, chose the path of the Ausbildung because I felt like I already found the profession I wanted to

**I CHOSE THE
APPRENTICESHIP
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pursue, with the added bonus of being financially independent. I believe that numerous fresh graduates today are afraid of what some would call “internship hell” or the “Generation Praktikum” phenomena. That is because after graduating from university, due to the lack of real-world experience, many are only offered internship positions for some time. In a similar way, after successfully completing an Ausbildung but without further training and skill development, it could get pretty difficult to advance on a career path. One may even feel stuck in the same position without new perspectives. What I believe is that with enough motivation, willingness, strength, persistence and maybe a tiny hint of luck, both paths could lead to the desired outcome.

Romania's population aged 15 to 29 has declined to 3.52 million in 2016 - over a quarter within the previous decade.

The emigration wave Romania is experiencing for the past ten years has hit the country hard. This year, about 4 million Romanians are living abroad and it has been predicted that the population will decline 30% by 2060 (*Source: Romanian National Institute of Statistics).

All this also motivated your Diaspora Minister to address the Romanian communities abroad and to win some of the diaspora back to their homeland. She mentions measures to enable the people coming back a flawless re-integration in Romanian society and labour market. Planned are increases in wage, pensions and salaries for the medical and education sectors as well as measures for specialized education to the children of returning emigrants. There are also initiatives named to encourage emigrant entrepreneurship.

Romania is very divided when it comes to having faith in politicians. Do you think those measures are realistic?

The motives behind Miss Intotero's campaign are pretty clear. Over the past two and a half decades, a large number of Romanian citizens fled the country in order to offer a better future for their families, their children and for themselves. Many of the migrants are still young and energetic, willing to achieve their goals, ready to change their lives for the better. And people possessing these positive attributes are now missing from Romania, even though they may be needed to achieve the changes everyone is hoping to see back home. The initiative is trying to bring these migrants back or, at least, create conditions acceptable enough in order to prevent the population still residing in the country from fleeing.

To be honest, I admire Miss Intotero for starting this campaign, although I'm almost certain that, without addressing the root cause for the emigration wave, it will lead to little success. What makes me believe that change might happen is the spark of hope and willingness among young Romanians to fight against corruption I noticed the last time I visited the country this year. Maybe the mass protests which have been covered by the media in conjunction with the Minister of Diaspora's vision can make an impact after all.

As you previously mentioned, young Romanians still have the will and courage to stand up against corruption. Some may even seek for working possibilities and conditions that will allow them to stay in their homeland.

If we focus on your field of work, Romania's talent is quite competitive globally. Within Europe, your homeland is a fast-growing market for outsourced IT

services. You have gathered in Germany three years of expertise plus three years of practical education during and after your Ausbildung. Has the thought of return crossed your mind?

I'd lie if I would say I closed that door for good. Maybe a part of me is still hoping to see the country I grew up and spent the majority of my life in develop towards something I saw and admired in Germany while visiting as a teenager: a country with advanced technology, an infrastructure and public transportation of high quality, wages which correspond to the quality and amount of work invested. And a healthcare system where you don't have to be afraid of not being able to pay for a proper treatment.

**I FEEL LIKE
MANY YEARS
HAVE PASSED
SINCE I LEFT
HOME**

”

These advancements I started to notice when visiting Romania year after year. But the pace of development there is still slow at best. And yet, these little things are the source of hope in Romania for many, including myself.

Nonetheless, I feel like many years have passed since I left home and in the meantime my life has anchored itself in the German society. That is mostly thanks to the workplace I enjoy being a part of and to the relationships I have built and rebuilt over time. But to finish with a cliché, when finally going into retirement, I could also imagine myself heading back to the small city I grew up in and start exploring the beautiful nature Romania has to offer. ■AD



AfricaWorks

The bridge between Europe and Africa

Dr. Jörg Kleis, co-founder of AfricaWorks, is in charge of recruiting new companies and clients to support Africa's way into the European market. He explains how especially German universities are helping to connect the two continents.

TEXT: JÖRG KLEIS



Up to 30.000 students from African countries are currently enrolled at German universities. While some of them are funded by the German Academic Exchange Service (DAAD) or foundations and NGOs, more and more are coming here as “free movers” who finance themselves and who set the goal to obtain a Master degree. Germany has become such an attractive destination because more and more universities (of applied sciences) offer their courses in English while tuition fees remain at an acceptable level in comparison to schools in the UK, for example. Hence, it is not surprising to see most students come from Morocco and Egypt in the North, Ghana and Nigeria in the West, Cameroon in Central Africa and especially Kenya and Ethiopia in the Eastern part of our neighbouring continent.

The goals of these soon-to-be graduates are as diverse as biographies can be, but they interestingly correspond in one aspect. Many want to gain first work experience here, maybe for two to three years, and then

return to their home country – the latter most preferably with the same German company. What is more, members in the diaspora generally share a strong and common interest in more entrepreneurial activities from German companies in their home countries and are willing and able to push internal strategies leading in that direction.

This is where the Berlin-based recruiting agency AfricaWorks ties in.

AfricaWorks connects African alumni from German, Swiss and Austrian universities with Mittelstand companies, thereby killing several birds with one stone. First, as staff members these alumni help ease the problem of lack of skilled employees (Fachkräftemangel), especially in Engineering. Second, an African employee helps to show gateways to Africa and is able to reduce the reluctance to enter the continent as a potential market region. Third, hiring someone from outside the EU even raises the chances of driving busi-



ness because the candidates in question are not only equally fit when it comes to education. They bring along intercultural expertise, language skills, and especially a high level of intrinsic motivation and a strong ability and willingness to learn. In the long-term, they are ideal bridge-builders who not only understand the German mindset but their own local or regional mentality, thereby enabling companies to establish a progressive work-environment and push diversity – a strong reason for German talent when it comes to choosing their future employer.

Above all, besides connecting their candidates with the corporate world, the founders of AfricaWorks believe the biggest impact to be at the work place since getting to know each other and the establishing of trust between co-workers lower barriers and contribute to a new understanding between Europe and Africa – and especially a different view by Germans on their colleague's home country.

AfricaWorks is a recruiting and employability company. The company brokers highly qualified talents and professionals from Africa in the areas of business, engineering and IT. AfricaWorks also consults its clients regarding all questions evolving around the integration of foreign staff into their organisations. For more information visit www.africaworks.eu



Dr. Jörg Kleis, co-founder of AfricaWorks

Football Minds Map

Where German coaching legends started their careers

Mannheim

Sepp Herberger

*1897 in Mannheim, Waldhof Mannheim, VfR Mannheim. National coach from 1949 to 1964 (World Cup win in Bern 1954)

Gernot Rohr

*1953 in Mannheim, VfL Neckarau, Bayern München, won the league with Girondons Bordeaux, coached Zidane and Lizarazu there

Klaus Schlappner

*1940 in Lampertheim. Coached SV Waldhof Mannheim, China NT, and Iran NT

Uli Stielike

*1954 in Ketsch, played for Mönchengladbach and Real Madrid, Europa Cup Winner 1980. Coach of Waldhof, Xamax Neuchâtel, Switzerland NT, DFB U20, Ivory Coast

Hoffenheim

Julian Nagelsmann

*1987 in Landsberg am Lech, played for second team FC Augsburg and second team 1860 München. Current coach at TSV 1899 Hoffenheim (2016-?)

Karlsruhe

Winnie Schäfer

*1950 in Mayen, played for Borussia Mönchengladbach, coached KSC from 1986 to 1998, VfB Stuttgart, Africa Cup Winner 2002 with Cameroon

Freiburg

Volker Finke

*1948 in Nienburg/Weser, player and coach at TSV Havelse, coach of SC Freiburg from 1991-2006

Christian Streich

*1965 in Weil am Rhein, played for FC Freiburg, FC 08 Homburg and Stuttgarter Kickers. Current coach of FC Freiburg (2011-?)

Lörrach

Ottmar Hitzfeld

*1949 in Lörrach, played for FC Basel, VfB Stuttgart, Lugano, Luzern. Coached Zug, Aarau, Grashoppers Zürich, Borussia Dortmund, FC Bayern, and Swiss NT

Neckar-Odenwald-Kreis

Silvia Neid

*1964 in Walldürn, played for Klinge Seckach, SSG Bergisch Gladbach, TSV Siegen, and the German NT (1982-1996). She coached the German Women's National Team from 2005 to 2016.

Stuttgart

Albert Sing

*1917 in Eisligen/Fils, played for Stuttgarter Kickers. He was the assistant of Sepp Herberger 1954. With the Young Boys Bern he won four consecutive championships. He also coached Lugano, Grashoppers Zürich, Lugano, Luzern and VfB Stuttgart.

Jürgen Klinsmann

*1964 in Göppingen, played for TB Gingen, SC Geislingen, Stuttgarter Kickers, VfB Stuttgart, Inter Mailand, AS Monaco, Tottenham, FC Bayern, and Sampdoria Genua. Coached German NT 2004-2006, FC Bayern 2008-2009, and the USA NT 2011-2016

Guido Buchwald

*1961 in Berlin, played for Wannweil, Stuttgarter Kickers, VfB Stuttgart, Urawa, KSC. Coached Urawa and Aachen. Sporting director for Karlsruher SC

Ralf Rangnick

*1958 in Backnang, coached SSV Reutlingen, SSV Ulm, VfB Stuttgart, Hannover 96, Schalke 04, and TSG 1899 Hoffenheim. Currently coaching RB Leipzig (2018-?)

Jürgen Klopp

*1967 in Stuttgart, played for 1.FC Pforzheim, Eintracht Frankfurt II, Viktoria Sindelfingen, Rot-Weiss Frankfurt, and Mainz 05. Coach of Mainz 05 and Borussia Dortmund. Current coach of Liverpool FC (2015-?)

Tayfun Korkut

*1974 in Stuttgart, played for Stuttgarter Kickers, Fenerbahçe Istanbul, Real Sociedad, and the Turkish NT. Assistant coach of Turkey NT, coach of Hannover 96, 1. FC Kaiserslautern, Bayer Leverkusen, and VfB Stuttgart (2018)

Ulm

Dieter Hoeneß

*1953 in Ulm, played for TSG Ulm, VfB Stuttgart, FC Bayern. Managed VfB Stuttgart (1990-1995), Hertha BSC Berlin, and VfL Wolfsburg

Uli Hoeneß

*1954 in Ulm, played for TSG Ulm, FC Bayern München. Managing FC Bayern München since 1979

Thomas Tuchel

*1973 in Krumbach, played for Krumbach, FC Augsburg, Stuttgarter Kickers and SSV Ulm. Coach of Mainz 05 and Borussia Dortmund. Current coach at Paris Saint-Germain (2018-?)

Schönau

Joachim Löw

*1960 in Schönau/Schwarzwald, played for SC Freiburg, VfB Stuttgart, Frankfurt, Schaffhausen, and Wintertur. Coached Frauenfeld, VfB Stuttgart, Adanaspor, Innsbruck, and Austria Wien. Current coach of the German NT (2006-?)

Esslingen

Domenico Tedesco

*1985 in Rossano, Italy, coached the youth department of VfB Stuttgart and TSG 1899 Hoffenheim. Coached Erzgebirge Aue. Current coach of Schalke 04 (2017-?)



FOOTBALL ENGINEERING FOR THE WORLD

Massive football expertise - exported straight out of Baden-Württemberg

TEXT: HANS GÄNG | EDIT: LUCA WODTKE

Accurately observing global trends, motivating people for something new, integrating international talents - football coaches from Baden-Württemberg face the same challenges as companies in the German federal state. Trainers from here were and are internationally oriented, innovative engineers of the sport.

Football apprenticeship **"made in Baden-Württemberg"** begins in Mannheim. The industrial city was the first home of the sport. From the workers suburb Waldhof comes Germany's first world champion coach: the legendary Sepp Herberger. His assistant coach Albert Sing comes from the industrial city of Eislingen in Württemberg.

In and around Mannheim, the granite guard of German defense football grew up: Uli Stielike, Jürgen

Kohler, the brothers Bernd and Karl-Heinz Förster. All stubborn, tactically disciplined and of high intelligence in a direct duel - longtime horror of the Gary Lineker's of the world.

Mannheim coaches used this player material and found recognition abroad. Gernot Rohr was a successful player in Bordeaux. As a coach, he developed the young Bixente Lizarazu and Zinedine Zidane to a world-class duo. Klaus "Schlappi" Schlappner, coach of Waldhof Mannheim, helped build Chinese football as national coach and consultant in 1992 and helped set up a professional league in Iran.

After his great playing career at Borussia Mönchengladbach and Real Madrid, Uli Stielike became first coach at Waldhof and was coach of the Swiss national team. Later, Stielike trained the Ivory Coast - and

from 2014 to 2018, as the coach of South Korea, he thoroughly prepared the knockout of the German "Mannschaft" at the World Cup in Russia.

This ended a glorious epoch of forward football, which the **Stuttgart bakery boy Klinsmann**, with his California spirit, brought to the German national team at the 2006 World Cup. The Baden-Württemberger's were extremely proud of him and his co-trainer, the

South Badener Joachim "Jogi" Löw.



Joachim Löw, head coach of the Germany national team

Two things have always characterized Baden-Württemberg's football. First, the sharp regional rivalry of the Baden clubs from Mannheim, Freiburg, Karlsruhe and Hoffenheim with the Swabian club of the state capital, VfB Stuttgart. And second: VfB's eternal and unfulfilled dream of a successful forward football.

Karlsruher SC gladly supplied Bayern with its best talents over the A8 motorway - past Stuttgart. Coach Winfried Schäfer from Ettlingen discovered the wild Oliver Kahn and Mehmet Scholl. Later, Schäfer became Cameroon's national coach in 2002 and won the African championship. He was active as a club coach in the Emirates, and then coached the national teams of Thailand and Jamaica

The perhaps best VfB team was founded in 1984 on a strong defence. The opponents faced young players Guido Buchwald, Günther Schäfer and the Mannheim

Förster brothers with despair. Without the orderly, quiet world champion Guido "Diego" Buchwald, Stuttgart would hardly have won the championship in 1992. As a coach Buchwald taught the Urawa Red Diamonds in distant Japan how to play smart, defensive football.

Almost forgotten, the everlasting Stuttgart dream of a flying striker football was finally nurtured when club coach Joachim Löw formed the "magic triangle" of VfB: **Giovane Elber, Fredi Bobic and Krasimir Balakov**. Later, after many coaching changes, the city dreamed that the "wild youngsters" who had broken Manchester United could solidify a permanent top spot in the Bundesliga. Soon after the championship in 2007, however, descent and resurgence followed.

VfB has gone through more coaches than any other Bundesliga team

As the last in a phalanx of coaches, Stuttgart born Turk Tayfun Korkut tried to fix VfB Stuttgart's main problem: the defence. The former national player of Turkey started his international playing career in Ruit and for Stuttgarter Kickers. He also worked as an assistant coach for the Turkish national team. But like always, he had to go because he wasn't delivering the dream of forward football.

West of the Black Forest, a coach has shown that success has something to do with modesty and continuity. While VfB Stuttgart has destroyed 27 coaches since 1991, only four coaches sat on SC Freiburg's bench in the same timespan. One of these four was Volker Finke. Over 15 years, from what was financially possible with the small SC Freiburg, Volker Finke brought out the maximum. His trademarks: an earring, well-organized individualism as strategy and demonstrative serenity.

His successor Christian Streich is literally a local hero: with his strong Alemannic dialect and his passion, he embodies the regional spirit of independence - even off the pitch Streich is a self-conscious citizen.

In the west, on the highway between Stuttgart and Mannheim, only some years ago a small football miracle happened: the rise of TSG 1899 Hoffenheim to a top club in the Bundesliga. SAP co-founder Dietmar Hopp, himself once a player, programmed the club for success with two things: investing in a Europe-wide respected youth work and a coach called Ralf Rangnick.



Ralf Rangnick

Pep here, Guardiola there: Rangnick can be considered one of the inventors of modern European system football. The "Professor" from Backnang has always had a fondness for sophisticated chalkboard drawings. With the SSV Ulm he achieved the promotion from third to first division. With Hoffenheim, RB Salzburg and RB Leipzig, Rangnick also realized successful football experiments: creating top clubs out of nothing.

By the way, a very docile student already crossed Rangnick's path in Ulm: Thomas Tuchel - now PSG coach - made a brilliant transition as a player in Rangnick's system in the Ulm defence. Afterwards, Tuchel coached several youth teams of VfB Stuttgart who won the German championship. He then became a



SC Freiburg playing VfB Stuttgart in 2017



Domenico Tedesco

coaching star via the stations Mainz 05 and Borussia Dortmund.

Jürgen Klopp is another international top coach from Baden-Württemberg. The balance of hot passion and icy tactics made him his global brand. The first few years, Klopp, born in Stuttgart, played in small village clubs in the Black Forest.

Two young stars join Klopp, Rangnick and Tuchel: Julian Nagelsmann and Domenico Tedesco. At just 25, Nagelsmann started his successful coaching career in Hoffenheim. Soon he was wooed by the top clubs across Europe. He has decided to join Ralf Rangnick in Leipzig, where he wants to implement their well thought-through plans next season.

And the traditional club Schalke is coached by Domenico Tedesco, a Swabian Italian. The son of Calabrian migrants grew up in Esslingen and also holds a Masters in Innovation Management.

The Champions League 2018/19 is exciting, because now there are five football engineers with a background in Baden-Württemberg playing against each other. **Whose blueprint is the best for success? ■LW|HG**

SC FREIBURG: CONNECTING YOUNG FOOTBALL TALENTS TO SOCIETY

It's time for companies to find inspiration outside of their offices and we know just the place to look - on the football pitch! Nowhere else do this many national and international individuals meet each other. The south Baden-Württemberg Bundesliga team SC Freiburg is a glowing example of how to secure a successful integration of talents from abroad.

TEXT: LUCA WODTKE

SC Freiburg is the leading Bundesliga club in terms of how long they let their own youth play in professional matches. In the first half of the 2017/2018 season, Freiburg let their youth play 4938 minutes in the league - more than any other of the 18 Bundesliga teams. This shows that Freiburg has understood that "learning-by-doing" is essential for young, dedicated and loyal individuals who aim to aid their employer.

Even though not directly out of Freiburg's youth academy, youngster Roland Sallai played a big part in securing the teams first win of the 2018/2019 season. The 21-year-old Hungarian striker scored his first goal for his team in his first game, paving the road to Freiburg's 3:1 defeat over VfL Wolfsburg.

But how did this talent reach a club in southern Baden-Württemberg? In 2009, Sallai joined Videoton FC Szekesfehervar, a Hungarian first division

professional football team. This was when the then-12-year-old first appeared on SC Freiburg's radar. On his way to the Bundesliga-team, Sallai played for European teams such as US Palermo and APOEL Nikosia, only to name a few.

An only 21-year-old Hungarian scoring goals for a south German football team - that's internationalism

Always having been a club that is known for being humble, accepting and modest, it did not come as a surprise that coach Christian Streich expressed his opinion on the current refugee and migrant flow coming into Germany. At a press conference in September, Streich said that he expects an active stand against racism and discrimination by the professional Bundesliga clubs. A human is a human, no matter where he is from.

Following this very positive state of mind towards integration and acceptance, it is interesting to look behind the scenes and understand how a club like SC Freiburg welcomes players and what is done to make them feel comfortable in the country where they are playing.

This is where educational director of SC Freiburg's football academy Stefanie Nerling comes in. She works to allow for a smooth integration into the club and German life for

players, and has been with the SC Freiburg football academy since its founding in 2001. She is part of a team of 40 people, ranging from professionals to part-time teachers that coach youth teams in their spare time.

Nerling: "I started working for the professional team more than 20 years ago and was working as a freelance teacher for German as a foreign language. We quickly saw that integration is not only done through language lessons. To properly help integrating, I was firmly established,

THE MOTIVATION TO LEARN GERMAN IS THERE

”

environment on day-to-day basis, the players learn the language quite quickly. Stefanie Nerling says that there is no more than 2-3 hours time a week to teach German at home. "The integration into everyday life, training, and regeneration takes away most of the time. But by doing a lot with videos, pictures and so on, it is easy to understand what the coach expects even without fluent German."

first part-time as a German teacher and a kind of integration monitor."

Given that the players live and interact in a German



FC Freiburg's coach Christian Streich





Roland Sallai

An important motivating factor is the interest of the players' families to learn the language. Especially wives are enthusiastic, often more than their husbands. "We often teach the couples together. Most wives, depending on where they come from, don't have a work permit when they arrive in Germany, so they have the time and the urge to learn and do something. For example, Roland Sallai's wife has just bought notebooks and folders to improve their learning experience." When a player is injured and demotivated, Stefanie Nerling says it's

important to give the player courage and be interested in him, but that she could never involve herself in the decisions of the football club - these decisions are to be explained by the coach only. As for teaching, "it's important to not purposely ignore football when teaching the players, but the recent game does not have to be the main topic of every lesson. I don't change the subject to the weather, but I just look for non-game related topics, for example, the EM application of Germany."

Black Forest. As for Roland Sallai, he's always been very independent since a very young age. He was at boarding school, changed clubs so frequently, and he is attractive for other teams. Yet, he is still very sensible. He does not convey the feeling that he is doing us a favour in having joined Freiburg, a club in the south of Germany. But everyone is different, and you have to expect and be prepared for that."

When we spoke to Stefanie Nerling, she was just preparing one of her German lessons, "This morning I'm in the football academy, but I'm currently preparing some content for Roland Sallai. I'm seeing him this afternoon for a lesson."

In their down-to-earth style, SC Freiburg have managed to combine athletic success and education to make a smooth integration possible for their players. The show that they have understood that no matter the athletic success, integration is key to feeling welcome. ■LW



Stefanie Nerling with a colleague

In terms of how to approach young people who have already experienced so much, Stefanie Nerling tell us to remember that "football is a sport that has an insane social range. Some have already experienced a lot, some come from the

The background is a soft-focus photograph of a Christmas market. On the right, there are warm, golden-yellow bokeh lights from market stalls or decorations. On the left, a person with long, reddish-brown hair is visible, their face slightly out of focus. The overall atmosphere is cozy and festive.

CHRISTMAS MARKETS

*Where to experience the
"most wonderful time of the year"*



Germany is famous for its traditional Christmas markets. Almost every medium-sized town has one, and some are open the whole of December, a time period called “Advent”. In this period, Christians await the birth of Jesus Christ. Children count down the days until the 24th of December with an “Adventskalender”, a calendar with 24 little windows. Each window hides either chocolate or other

sweets behind it, and every morning, the children open one window to receive their daily treat. However, this calendar is not only popular among children: many adults keep this tradition even after they have grown out of their child shoes.

But back to the Christmas markets: the origins of the Christmas markets, also referred to as “Christkindl-

Photo: Tourismus & Events Ludwigsburg



märkte”, can be found in the Late Middle Ages, where local craftsmen sold their products, some especially designed for the Christmas season. Today you can still find traditional local products such as crib figurines, handmade candles or fabrics made out of sheep’s wool. Of course you can find many other things to put underneath the Christmas tree for your beloved ones. While strolling through the cold lanes of the markets you will be overwhelmed by all the impressions, the magic atmosphere, the smells and noises. You will definitely stop at a food stand or - more likely, if you consider the cold - at a Glühweinhütte where you can warm up your frozen hands. The German Glühwein is a traditional hot drink originally prepared with red wine, heated and spiced with cinnamon sticks, cloves,

star aniseed, citrus and sugar. To meet everyone’s flavour, nowadays there are numerous variations such as Glühwein made with white wine or apple juice. But be careful! Even though you won’t taste all the alcohol in it, there is some in it! So, for your children, definitely order a “Kinderpunsch”, which is without any alcohol.

Following the rule of not drinking on an empty stomach, each Christmas Market has several stands offering food. Traditional meals or snacks are the famous Bratwurst (sausage that is served either



Photo: Esslinger Stadtmärkte & Tourismus GmbH

Photo: Tourismus Marketing GmbH Baden-Württemberg



with a roll or with french fries), hot chestnuts, “chocolate fruits” (different fruits dipped in chocolate), roasted almonds, waffles or crepes... The list of delicacies is endless!

Depending on the type of Christmas market you visit, there will be special snacks. For instance, the Christmas market in Esslingen is a medieval market, where not only the food tastes like in former times, but also the stands and products are adapted, and the vendors are dressed up as knights, maids or jugglers.



Esslingen Mittellaltermarkt and Weihnachtsmarkt

28.11.2018 - 22.12. 2018
Open daily from 11:00 - 20:30



Ludwigsburg Weihnachtsmarkt

23.11.2018 - 22.12. 2018
Open daily from 11:00 - 21:00



Ulmer Weihnachtsmarkt

26.11.2018 - 22.12. 2018
Open daily from 10:00 - 20:30



Tübinger Weihnachtsmarkt

15.12.2018 - 17.12.2018
Friday and Saturday: 10:00 - 21:00
Sunday: 11:00-19:00

Schokoladenfestival chocolART in Tübingen

04.12.2018 - 09.12. 2018
Tuesday from 13:00 - 20:00
Wednesday - Friday from 10:00 - 20:00
Saturday from 10:00 - 22:00
Sunday from 11:00 - 18:00

Stuttgarter Weihnachtsmarkt

29.11.2018 - 23.12. 2018
Monday - Saturday from 10:00 - 21:00 Uhr
Sunday from 11 - 21 Uhr

Weihnachtsmarkt am See in Constance

29.11.2018 - 22.12. 2018
Open daily from 11.00 - 22.00
Friday and Saturday from 11:00 - 21:30

Königlicher Weihnachtsmarkt on the Burg Hohenzollern, Hechingen

30.11.2018 - 02.12.2018 and 07.12.2018 - 09.12.2018
Fridays from 14:00 - 20:00
Saturdays from 11:00 - 20:00
Sundays from 11:00 - 19:00
Entry: max. €10 (free entry for children under 16)

Freiburger Weihnachtsmarkt

22.11.2018 - 23.12. 2018
Monday - Saturday from 10:00 - 20:30
Sunday from 11:30 - 19:30

Visit  <https://www.tourismus-bw.de/Kultur/Weihnachtsmaerkte-in-Baden-Wuerttemberg/> for more information on christmas markets in the region!

If you are more attracted to sweets, try the “chocolART” market in Tübingen which is a whole festival about chocolate. Participate in chocolate tastings, meet chocolatiers from all over the world, learn how to create pralines or just enjoy the warm atmosphere!

Another thematic market is the Baroque Christmas market in Ludwigsburg. You can perfectly connect your visit of the Christmas market to a sightseeing tour through the city and admire the amazing baroque buildings and churches.

If you don't live near these cities, just check out the Christmas markets in your area. All of them invite to enjoy the pre-Christmas season, taste hearty meals or Christmas sweets, listen to yuletide carols and get to know this charming heartwarming German tradition!



Photo: chocolARTide



Photo: Thomas Niedermueller

EDITOR'S PICK **OUR TOP 6** **SWABIAN DISHES**

You are new to Baden-Württemberg and don't quite know where to start your culinary journey of local foods? No worries - we've got you covered with our picks for the best Swabian dishes and snacks.

1 Spätzle

They can accompany a meal, or be the meal themselves such as in "Käse-spätzle". The perfect allrounder!





2 Maultaschen

Also known as "Herrgottsbescheißerle", Maultaschen were traditionally used to hide meat. Today you can have them during broad daylight without hiding.



3 Zwiebelrostbraten

This dish might not exactly roll off your tongue, but it will melt in your mouth! A good piece of beef with onions - mmm-hh!



4 Flädlesuppe

The word Flädle refers to the thin crepe-like pancakes. You won't find a soup filled with pancake bits anywhere else!



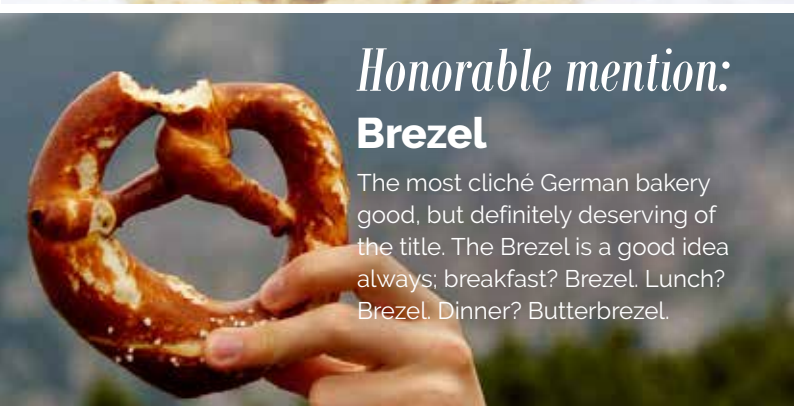
5 Linsen & Spätzle

This dish has something for everyone on one plate - meat, carbohydrates, and veggies. Might not be the most appealing meal, but the most Swabian.



6 Kartoffelsalat

There are so many different ways to make potato salad, but it tastes best in Baden-Württemberg. But the locals say nothing; they just keep on making it.



Honorable mention: Brezel

The most cliché German bakery good, but definitely deserving of the title. The Brezel is a good idea always; breakfast? Brezel. Lunch? Brezel. Dinner? Butterbrezel.

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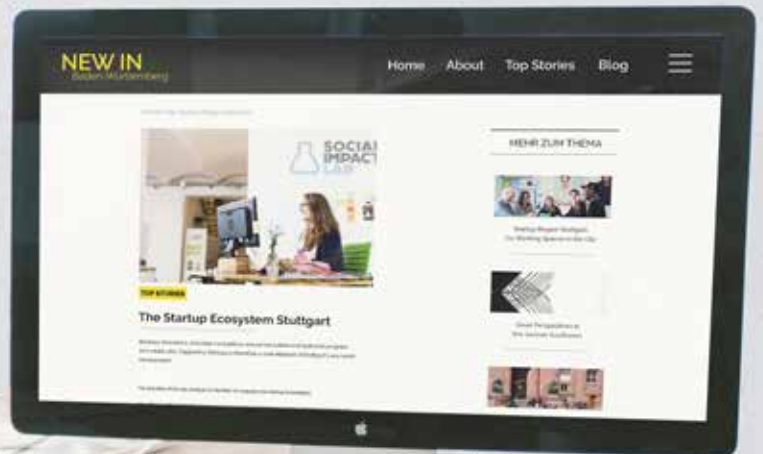
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