Doing Business in Germany and the United Kingdom Webinar
Conference of Great Lakes and St. Lawrence Governors and Premiers

Conference formed in June, 2015

Chief executives of Illinois, Indiana, Michigan, Minnesota, New York, Ohio, Ontario, Pennsylvania, Québec and Wisconsin are working as equal partners to grow the region’s $5 trillion economy and protect the world’s greatest freshwater system.

The Council of Great Lakes Governors serves as secretariat.
Doing Business in Germany – The Motor of Europe

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Berlin & Heidelberg Germany

20+ years in business, 15 team members

KEY Services

Corporate Desk - Business Development for companies entering the German / European market

Public Trade Development
Investment Promotion

www.ahp-international.com  Your Business Hub for Europe!
More team members!

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Trade Representation in Europe:

- Conference of Great Lakes and St. Lawrence Governors and Premiers
- Commonwealth of Pennsylvania
- State of Michigan
- State of Wisconsin
- State of Delaware
- State of Tennessee
## GREAT LAKES REGION TRADE WITH GERMANY

<table>
<thead>
<tr>
<th>NAICS Total Merchandise Exports to Germany</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Illinois</td>
<td>$2,859,159,396</td>
</tr>
<tr>
<td>Indiana</td>
<td>$1,625,076,352</td>
</tr>
<tr>
<td>Michigan</td>
<td>$1,897,217,993</td>
</tr>
<tr>
<td>Minnesota</td>
<td>$749,004,681</td>
</tr>
<tr>
<td>New York</td>
<td>$2,181,595,058</td>
</tr>
<tr>
<td>Ohio</td>
<td>$1,727,281,696</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>$1,460,677,499</td>
</tr>
<tr>
<td>Wisconsin</td>
<td>$731,353,356</td>
</tr>
</tbody>
</table>

**Total Great Lakes NAICS Merchandise Exports to Germany**

$13,231,366,031

**U.S. Total NAICS Merchandise Exports to Germany**

$49,442,575,216

In 2014, Great Lakes accounted for 26.8% of U.S. NAICS Exports to Germany.

### Key Great Lakes Exports to Germany

- Chemicals
- Machinery
- Computer and Electronic Products
- Transportation Equipment
- Manufactured Commodities
- Primary Metal MFG
## Existing Trade Relations - Import

<table>
<thead>
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<th>NAICS Total Merchandise Imports from Germany</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Illinois</td>
<td>$5,348,025,971</td>
</tr>
<tr>
<td>Indiana</td>
<td>$2,161,327,994</td>
</tr>
<tr>
<td>Michigan</td>
<td>$4,708,298,309</td>
</tr>
<tr>
<td>Minnesota</td>
<td>$1,064,229,673</td>
</tr>
<tr>
<td>New York</td>
<td>$4,749,738,959</td>
</tr>
<tr>
<td>Ohio</td>
<td>$5,676,508,074</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>$6,550,101,698</td>
</tr>
<tr>
<td>Wisconsin</td>
<td>$1,427,040,239</td>
</tr>
<tr>
<td>Total Great Lakes NAICS Imports from Germany</td>
<td>$31,181,041,746</td>
</tr>
<tr>
<td>U.S. Total NAICS Merchandise Imports from  Germany</td>
<td>$123,181,041,746</td>
</tr>
</tbody>
</table>

In 2014, Great Lakes Imports accounted for 25.7% of U.S. Imports from Germany.
Success Factors for Cracking the German Market
Company - Product – Market - People

SUCCESS FACTORS

Company – Ready to export?
Product – Fitting to the German Market? USP?

SUCCESS FACTORS

Market -
Market Opportunities
Market Entry Requirements?
Sales Channel
Clients – Partners

People –
Business Mentality
1) Company – Ready to Export?

Some preconditions for the international business independent from the country

- Definition of market entry strategy
- Client target group (brainstorming independent from market and cross-country)
- International competitor’s situation
- Force of department of external sales/existence of export area manager with required capacities, language skills, know-how, motivation, experience etc.
- Existence of publicity material/website in English and language of target market
- Budget for pre-financing the market entry and eventual defaults in payment
2) Product – Fitting to German Market?

- Is the technology, the design, the after-sales service etc. of my product fitting to the German market?
- Who is my client? – Who has to be my client in order that my company will further develop?
- What does my German client really want? – Does our product have the problem solving potential expected by our German clients?
- Does the market fit to our competence? What do we have to do to strengthen our competence for the market?
- Is the German target market a market with future potential?
- Our company has the ability to serve the market?
- Do we have divided the German market into segments according to our needs or has the market been „recognized“ by us in its segments?

To succeed in selling your products or services in Germany, you need to meet what the markets really want, not what you think they want!
Where can I serve my German partner’s needs better than a competitor regarding an aspect which is really relevant to the partner and in a profitable way!
Examples of corporate competitive advantages

- Competitive pricing
- High technological control
- Great variety of products
- Low minimum orders
- Just-in-time delivery
- Competence in consulting & engineering
- Service on the spot within 24 hours
- Broad warranties
- Co-operative financing
- Supplementary processing simple
- Waste disposal after use included
- Ecologically beneficial
- ...
3) German Market

Germany - Europe’s #1 Economy

- Germany is Europe’s largest Economy and the Powerhouse of Europe
- Germany’s GDP is 3 times the GDP of Mexico
- Germany’s import volume is more than one trillion US$
- Germany is the Political Leader of the European Union
- Germany is in the heart of the European market
- In metropolitan Areas like Berlin, Munich, Hamburg, Stuttgart, Dusseldorf, Frankfurt, Stuttgart surviving in English is no longer a challenge
- Airports Frankfurt, Munich, Dusseldorf, Berlin, Stuttgart, Hannover, Hamburg
General Facts

Population & Land Area

Area: 357,340 km²
Coastline: 2,389 km
Population: 80.9 million
Working Population: 40.8 million
Largest Cities: Berlin (3.4 million), Hamburg (1.8 million), Munich (1.3 million)

Constitutional Order

Form of Government: Parliamentary federal republic
Head of State: Federal President Joachim Gauck
Head of Government: Federal Chancellor Dr. Angela Merkel
Legislative Body: Bundestag (Parliament) and Bundesrat (Council of Constituent States)
Administration: 16 state parliaments
Economic Structure

Number of Companies (2014): 3.72 million
Percentage of which Are SMEs: 99.6%
Total SME Turnover: 37.1%
Total Employees (2014): 25.7 million
Number of Employees in SMEs: 79.2%

Economic Activity

GDP (2014): EUR 2.9 trillion
GDP per Capita (2014): EUR 35,247
GDP by Sector (2014): Financial/Business Services 25.9%, Manufacturing Industry 22.2%, Construction 4.6%
GDP Growth (2014): 1.6%
Inflation Rate (2014): 0.9%
Exports of Goods (2014): EUR 1.133 billion
Imports of Goods (2014): EUR 916.6 billion

Infrastructure

International Passenger Airports: 23
Seaports: 22
Inner Harbors: 250
Waterways: 7,500 km
Roadways: 231,000 km (of which 12,600 km highway)
Railways: 37,900 km
Understand the Regions - There is no Centre of Germany!

- Germany is a decentralised regional market
- Different sectors – different regions
- Industry is networked at state level
- Economically strongest states
  1. Bavaria
  2. Baden-Württemberg
  3. Nordrhein-Westfalen
  4. Hessia
  5. Lower Saxony
- Value Chain: East & West share tasks

Golden Rule: Know the Landscape of your Sector!
High-Tech Germany

- **Over 21% of German manufacturing turnover is generated from innovative products**
- **In France/UK this rate is 16%, in Finland 21%, European average 19%**
- **No other industrialized country produces a larger share of gross value added in research-intensive manufacturing industries**

**RESEARCH-INTENSIVE INDUSTRIES SHARE OF GROSS VALUE ADDED 2012**

<table>
<thead>
<tr>
<th>Country</th>
<th>Research-intensive industries</th>
<th>High-tech industries</th>
<th>Cutting-edge technologies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>10.6%</td>
<td>8.2%</td>
<td>2.4%</td>
</tr>
<tr>
<td>Japan</td>
<td>2.4%</td>
<td>4.5%</td>
<td>3.1%</td>
</tr>
<tr>
<td>USA</td>
<td>7.5%</td>
<td>5.0%</td>
<td>2.1%</td>
</tr>
<tr>
<td>UK</td>
<td>1.7%</td>
<td>3.7%</td>
<td>2.0%</td>
</tr>
<tr>
<td>France</td>
<td>1.3%</td>
<td>2.4%</td>
<td>1.1%</td>
</tr>
</tbody>
</table>

Note: High-tech industries are characterized by high internal R&D expenditures of between 2.5%-7% of the average OECD turnover; Cutting-edge technologies show an internal R&D intensity of more than 7% of the average OECD turnover. Source: German Institute of Economic Research (DIW) 2015

**ASSESSMENT OF SOPHISTICATION OF PRODUCTION PROCESS 2013-2014**

<table>
<thead>
<tr>
<th>Country</th>
<th>Assessment Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>6.5</td>
</tr>
<tr>
<td>Germany</td>
<td>6.3</td>
</tr>
<tr>
<td>Netherlands</td>
<td>6.0</td>
</tr>
<tr>
<td>USA</td>
<td>5.9</td>
</tr>
<tr>
<td>UK</td>
<td>5.6</td>
</tr>
<tr>
<td>France</td>
<td>5.5</td>
</tr>
<tr>
<td>Czech Rep.</td>
<td>4.6</td>
</tr>
<tr>
<td>Spain</td>
<td>4.5</td>
</tr>
<tr>
<td>Slovak Rep.</td>
<td>4.3</td>
</tr>
<tr>
<td>Poland</td>
<td>4.1</td>
</tr>
<tr>
<td>China</td>
<td>4.0</td>
</tr>
<tr>
<td>Hungary</td>
<td>3.8</td>
</tr>
</tbody>
</table>

- Labor-intensive methods or previous generations of process technology
- The world’s best and most efficient process technology
Source: World Economic Forum 2014
High-Tech Germany

- Germany exports high-tech goods to the value of EUR 110 billion – making it the top high-tech goods exporter in Europe and third worldwide

- „High-Tech Strategy“: public resources of 4 billion EUR annually for development of cutting-edge technologies

- Germany is home of the largest population of researchers in Europe (20%)

- With approx. 1,100 patents granted at the European Patent Office per year, Germany’s share is twice as large as that of France and the UK combined
Germany Market Drivers – Where to fit in?

- **Germany is built on exports** - Machine Engineering, Automotive and the Chemical Industry are the top three export sectors

- **Key Challenges for German exports:**
  - Growing competition in emerging markets
  - A shortage of skilled workforce in Germany
  - Supply from low cost countries is often too slow and does not match the German quality strategy

- **So efficient supply is one key to Germany’s export success!**

- **There is strong competition in all areas of business.**

**Golden Rule:** Know & understand the strategy of your local competitors – it is different to the US. Make sure you know how you make your German customers or subcontractors perform even better in a unique way.
Market & Logistics / Some Organisational challenges

- Business Development with appropriate reaction time on inquiries?
- Regular in-market visits? (Budget? People?)
- Contracts according to German law?
- Euro Account?
- Not asking for more guarantees than your competitor?
- European import solution in place?  
  (e.g. supply short term from bonded warehouse)
- Language skills in team wherever necessary (English, German, French)
- Availability through European telephone hours?
- Market Communications? Direct?  
  No cold calls, call center style – does not work in Germany!!! – Trade Fairs!
Market opportunities

There are opportunities in a lot of sectors like machine building, aerospace, automotive, medical technology, food processing etc., which have to be checked individually based on your product or service.
4) The People – German Cultural Standards

How Germans are perceived by other cultures:

- Objectivism
- Appreciation of rules, regulations, structures
- Rule-oriented, internalized control
- Time planning
- Separation of personality and living spheres
- Low context: German style of communication
- Individualism
German Customers – My advice

- Quality oriented - quality is good for the customer - price follows quality
- Process driven attitude - rather formal („Sie“), keep it professional
- Pedigree - A company needs to show a detailed company information, positive track record, infrastructure, the right resources
- Customers expect a very technical company presentation as an introduction
- Hierarchy matters a lot – Germans not historically traders, they are natural engineers, who can be interested in a technical detail more than marketing spin
- Target markets with the same technical outlook: Switzerland, Austria, parts of Northern Italy, Flemish Belgium

Golden Rule: When introducing yourself – talk about hard facts only! No smart & elaborate marketing, empty content talk. There are no bonus points for a great looking, flashy presentation. If it is boring for you it is just right!
Do’s During and After Business Meetings in Germany

- Be on time – time is money. If you are late, please let your business partner know.
- Dress business like (depending on sectors).
- Address your business partner with „Mr. Schmidt“ instead of „Peter“, when you meet him the first time.
- Don’t look at cellphones during meetings. It is regarded as highly unpolite.
- If you have to pick up a call, ask your business partner for a permit.
- Be prepared to convince German’s with your Unique Selling Propositions focussing on quality, tradition, technical details, references, experiences in Europe and problem solving capacity compared to other products.
- Do a follow-up mail after the meeting summing up the results and next steps.
- Be in touch on a regular basis.
Conclusions

- Conquering the German market without a tailored and well managed competitive advantage is a pure gamble!
- A competitive advantage has – at least partly – to be build on simple and pragmatic market research – pure assumptions are not good enough!
- Germany & Europe are challenging markets for foreign suppliers
  - Logistics
  - Finance
  - Service
  - Availability
  - Language

<table>
<thead>
<tr>
<th>Area</th>
<th>Success Factor</th>
</tr>
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<tbody>
<tr>
<td>Company</td>
<td>Ready to export</td>
</tr>
<tr>
<td>Product</td>
<td>Fitting to German Market</td>
</tr>
<tr>
<td>Market</td>
<td>What are the German Market Entry Requirements?</td>
</tr>
<tr>
<td></td>
<td>Right Choice of Sales Channel</td>
</tr>
<tr>
<td></td>
<td>Finding a the fitting German partner or direct client</td>
</tr>
<tr>
<td></td>
<td>Further steps in the strategy towards a functioning partnership</td>
</tr>
<tr>
<td>People</td>
<td>Coping with the business mentality of the Germans</td>
</tr>
</tbody>
</table>
Conclusions

“Where a company is targeting to is more important than where it comes from.”

We’ll help you to go in the right direction in Germany!
Doing Business in the United Kingdom

Richard England

Conference of Great Lakes & St. Lawrence Governors & Premiers
U.K. Trade Office

E-mail: richard.england@ibdg.co.uk
The “Special Relationship”

The political challenges of the last century saw the UK and the United States stand side by side. Economically, the United States is understandably looking to the Far East and China for their opportunities, yet many in the US fail to notice that the UK is now the fastest growing economy in the G7.
The “Special Relationship”

The relationship between our two nations is not just government to government but also people to people. One million Brits work for American owned businesses in the UK and one million Americans work for British companies in the United States.
The “Special Relationship”

Britain and America share the world’s largest foreign direct investment partnership. We share a common language (almost!), and opinion polls show that the two peoples view each other extremely favorably.
The “Special Relationship”

Our unique relationship has become like a long distance marriage. It has its ups and downs, but it is a relationship to respect and value. It is one based on common principles and interests that are still relevant in tackling the challenges and exploiting the opportunities of the future.

It’s a relationship that works!
Population: 64 million

Major cities:
- London: 10.3 million
- Manchester: 2.6 million
- Birmingham: 2.5 million
- Glasgow: 1.2 million

Economy:
- Grew 2.8% in 2014

Unemployment: 6.5%
The European Union
The UK market is the largest in Europe and the fifth largest in the world for U.S. goods exports.

The United Kingdom is the second largest market in the world for U.S. service exports.

With few trade barriers, the United Kingdom serves as the entry market into the European Union for more than 43,000 U.S. exporters.

U.S. exports to the UK of goods and services combined were estimated to be worth about $110 billion in 2014.
Major Industry Sectors
Note some dots refer to regions, not cities

1 Included in manufacturing for future categorisation purposes

SOURCE: BRES ONS data, IHS Global Insight, World Industry Service
Automotive

The automotive sector continues to be a success, building 1.6 million vehicles across more than 70 different types of model and generates $91 billion for the UK economy (incl. exports of $47.5 billion). The sector employs 731,000 people, and accounts for 3% of UK GDP. More than $2.6 billion is invested in R&D annually.
THE UK IS HOME TO:

1,509,762
Cars built in 2013

87,671
Commercial vehicles built in 2013

2,553,316
Engines built in 2013

2,264,737
New cars registered in 2013

£59.3 billion
Amount generated in turnover each year by UK automotive

1,249,305
Vehicles exported in 2013

731,000
Number of people employed across UK automotive industry

100+
Countries worldwide importing UK-built vehicles

30 million+
Vehicles currently on UK roads

COMMERICAL VEHICLE MANUFACTURERS

MAINSTREAM CAR MANUFACTURERS

BUS AND COACH MANUFACTURERS

MAJOR PREMIUM AND SPORTS CAR MANUFACTURERS

FORMULA 1 TEAMS

SPECIALIST AND NICHE MANUFACTURERS

R&D CENTRES

DESIGN CENTRES
Aerospace

The UK has a 17% global market share in aerospace industry revenues: the largest in Europe and second only to the US worldwide. The sector generates more than $31 billion in revenue, supports more than 3,000 companies distributed across the UK, directly employing 100,000 people and supports an additional 130,000 jobs indirectly.
Aerospace

Supports 230,000 jobs across the breadth of the UK

Contributes £24 billion to the economy every year

230,000

Every 2.5 seconds an aircraft takes off or lands, powered by a Rolls-Royce engine

£24bn

Potential growth by 2031 for civil aerospace market is in excess of $4.4 trillion

Source: gov.uk/bis/industrial-strategy #indstrategy
Construction

Construction contributes $127 billion to UK economic output – 6% of the total – and employs 2.9 million people or 6.5% of the UK total.
Construction

Construction contributes nearly £90bn to the UK economy, 6.7% of the total

There are 2.9 million jobs filled in the Construction industry, circa 10% of all jobs (in over 280,000 businesses)

Global construction output is forecast to increase from around $8.5 trillion today to $12 trillion in 2025*

*Source: Global Construction 2025

The UK has the sixth largest green construction sector in the world. Around 60,000 jobs are expected to be supported by the insulation sector alone by 2015

#indstrategy
Biosciences

Biosciences are vital to develop the products and processes integral to our lives, from the food we eat to our medical care. Between them, the UK biosciences sectors of pharmaceuticals and industrial biotechnology represent over 13,000 companies, generate over $205 billion in turnover and contribute $63 billion to the UK economy.
Chemicals

Whether in household products, in food or medicines, or in advanced materials, fuels and process technologies, the UK chemicals sector is fundamental to our economy and quality of life. The UK chemicals sector generates annual sales of nearly $47.4 billion, employs over 111,000 people directly and invests more than $905 million in R&D.
Advanced Materials

Advanced materials underpin many sectors including manufacturing, construction, cleantech and transport. The interdependency of advanced materials and high value manufacturing in particular offers a large opportunity for UK innovation and growth. Businesses that produce, process, fabricate and recycle materials form a critical element in high value manufacturing. They have an annual turnover of around $302 billion.
Renewables

Generation from renewables, including wind, wave and tidal, currently makes up around 15% of the UK’s electricity supply. The largest contributor to this is the combination of on-shore and off-shore wind power. Wind, wave and tidal power currently provide employment for 34,500 people in the UK, and have the potential to create 70,000 more jobs over the next decade. The UK has made a firm commitment to cut carbon emissions by at least 80% by 2050. Between 2010 and 2020, the UK is expected to cut greenhouse emissions by 29%, and must reduce this amount by a further 85% by 2030.
The European offshore wind industry: key trends and statistics 2014

January 2015

408 new offshore wind turbines in 9 wind farms and one demonstration project.

1,483 MW of offshore wind capacity was connected to the grid.

2,488 turbines are installed and grid connected.

12 wind farms work carried out in.

Once completed will increase installed capacity by a further 2.9 GW.

CABLE SUPPLIERS to offshore wind farms:

- European market
  - INTER ARRAY: 34.2% Nexans, 26.8% Prysmian
  - EX-PORT: 51.4% Prysmian, 25.7% NKT

8,045.3 MW connected to the grid in Europe.

Average distance to shore: 32.9 km.

Average water depth: 22.4 m.

AVERAGE SIZE OF CONNECTED WIND FARMS IN 2014:

- 368 MW

Wind turbine MANUFACTURERS (2014 Annual market shares of connected MW):

- 86.2% Siemens
- 9.5% Vestas
- 3% Areva
- 0.8% Samsung
- 0.5% Samsung

SUBSTRUCTURES FOUNDATION TYPES:

- MONOPILE: 91%
- JACKET: 8.1%
- TRIPOD: 0.9%

DEVELOPERS (2014 Annual market shares of connected MW):

- 19.4% WindMW
- 14.1% RWE
- 14% DONG Energy
- 12.1% Iberdrola
- 11.3% Stadtwerke Munchen

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www.ewea.org/stats/offshore2014
Retail turnover is around $490 billion per year in the UK. Despite the economic climate, the sector has continued to show growth. Retail employs three million people (one in 10 of the workforce) across 180,000 businesses, operating in every postcode in the country. It also underpins local economies, and is a key partner in delivering Government policy in a number of areas.
Information Economy

The UK ICT sector comprises more than 116,000 companies, employing 1.3 million people, with revenues of more than $210 billion and contributes $101 billion to the UK economy. 95% of enterprises in the sector employ fewer than ten people.

It is crucial to our success on the global stage, our competitiveness and our connectedness – to our whole economy.
Professional Services

The UK is among the world leaders in most of the highly-skilled services that make up the professional and business services (PBS) sector.

The PBS sector generates 11% of UK gross value added and provides nearly 12% of UK employment. It also contributes strongly to economic growth and productivity.
Summary

- The UK’s relationship with the USA is strong
- The UK is an advanced, highly skilled, economy
- We are still a major player within Europe
- The UK is ranked 7th in the world for ease of doing business
- The UK is a leader in innovation, and R&D
- The UK is very much open for business
International Business Development Group (IBDG) was established in 1996 and has grown year-on-year to become one of leading and most respected economic development consultancies in the world, specialising in long-term contracts with public sector economic and export development agencies. Our organisation is structured to deal with and deliver to clients over the duration of contracts lasting 3-5 years.
US Clients
Germany & U.K. Trade Mission 2016

- Multi-sector trade mission to Germany and the U.K. March 1-9, 2016

- Germany (Frankfurt) and U.K. (London)

- Customized one-on-one business appointments with interested distributors, agents and other prospective business partners set up by the CGLSLGP Trade Offices (average 2 – 4 appointments per day)

- Brief market overview including industry sector information and target company profiles
Germany & U.K. Trade Mission 2016

• In-country market business briefings

• In-country staff support of CGLSLGP Germany and U.K. Trade Offices

• Group airport-hotel-airport ground transportation in both countries

• Assistance with hotel bookings, drivers and interpreters
<table>
<thead>
<tr>
<th>Date</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday, February 29</td>
<td>Depart U.S. for Frankfurt, Germany</td>
</tr>
<tr>
<td>Tuesday, March 1</td>
<td>Arrive Frankfurt, Germany</td>
</tr>
<tr>
<td></td>
<td>PM: Country Business Briefing and Networking Dinner</td>
</tr>
<tr>
<td>Wednesday, March 2</td>
<td>Individual Business Appointments in Germany</td>
</tr>
<tr>
<td>Thursday, March 3</td>
<td>Individual Business Appointments in Germany</td>
</tr>
<tr>
<td>Friday, March 4</td>
<td>Individual Business Appointments in Germany</td>
</tr>
<tr>
<td>Saturday, March 5</td>
<td>AM: Fly to London</td>
</tr>
<tr>
<td>Sunday, March 6</td>
<td>PM: Country Business Briefing and Networking Dinner</td>
</tr>
<tr>
<td>Day</td>
<td>Activities</td>
</tr>
<tr>
<td>-------------------</td>
<td>-------------------------------------------------</td>
</tr>
<tr>
<td>Monday, March 7</td>
<td>Individual Business Appointments in U.K.</td>
</tr>
<tr>
<td>Tuesday, March 8</td>
<td>Individual Business Appointments in U.K.</td>
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<tr>
<td>Wednesday, March 9</td>
<td>AM: Individual Business Appointments in U.K.</td>
</tr>
<tr>
<td></td>
<td>PM: Fly back to the U.S.</td>
</tr>
</tbody>
</table>
March 1-9, 2016

Mission registration deadline: December 9, 2015

- Mission Participation Fee US$ 995 per person
- Brief Market Research and Appointment Setting
  - Germany US $ 3,300
  - U.K. US $ 3,300
- Grant funding available in many states
- Main goal: To assist SMEs from the Great Lakes region or Canada looking to export products and services to Germany and the U.K.

*varies by state

CGLSLGP FY15-16 TRADE MISSIONS

Germany and the United Kingdom: March 1-9, 2016
Frankfurt (base) and London (base)

China: May 7-14, 2016
Shanghai, Guangzhou and Beijing

Kazakhstan and Azerbaijan: June, 2016

Website: http://www.cglslgp.org/projects/international-trade/trade-missions/
Questions?

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