OUR HOMES OF TOMORROW
On the future of cities—and how we can prepare for them now

KEEP IT FLOWING
The success of the energy transition depends not only on green electricity but also on smart grids. A small Bavarian village is setting the pace

THE CONTINENT OF THE FUTURE
Sociologist Auma Obama in an interview on globalization, different worlds, and common opportunities
IT’S GREAT WHEN THE LOCATION ADAPTS TO THE EVENT. AND NOT THE OTHER WAY AROUND.

Messe München Locations offer tailor-made solutions for every event size and every event format. And with the opening of the Conference Center Nord and the individually divisible Hall C6, your options are even broader. Look no further for the right location at which to hold your next event.

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Messe München is alive and kicking. And how! Journalists are always asking why we still put on trade fairs in this Internet age. But we’ve heard it all before—20 years ago, people were saying there would soon be no need for large exhibition centers because everything is available online. Well, it’s 20 years since Messe München moved out of the city center to Riem on the outskirts of Munich. Today, the answer is that the number of exhibitors and visitors has been increasing steadily for years. In fact, growth is so strong that we have built six new, ultramodern halls with nearly 650,000 square feet of exhibition space since our move in 1998. We opened the final two halls and a new conference center last December, marking the completion of the new Messe München. That was a big moment. It was a bold and farsighted move by our shareholders when they decided to approve the new construction project on the old airport site. If they hadn’t done this, Munich would no longer have a role to play. Today, we are one of the world’s top ten trade fair companies.

But now we need even bolder decisions in light of massive global growth. How do we deal with the emergence of cities that are home to millions of people? How do we want to live in the future? This is the focus of the cover story in the latest Messe München magazine. In a very frank interview, sociologist Auma Obama tells us whether the world really is moving closer together.

And, as always, you’ll find out all the latest inside information from the people behind Messe München.

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Chairman of the Management Board of Messe München
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44 INTERNATIONAL INSIGHTS
Smoked fish in Munich or the best chocolate in all of Moscow? Messe München’s staff reveal their insider tips on the world’s most exciting cities
The strong impact of influencers is down to the fact that they are real people. Unlike with actors and models, fans feel they can identify with the "blogger next door." Now, a new generation of influencers is growing up that is just as authentic, but not real. With names like Shudu (above) and Miquela Sousa, they are avatars with their own social media presence. Some of these virtual influencers have more than a million followers on Instagram. Luxury brands like Balmain, Prada, and Chanel have already signed up Shudu and her colleagues for their campaigns. At least on screen, it’s hard to distinguish virtual influencers from real people. And it’s a phenomenon that has a future in another area: digital customer service.

Online retailers like Amazon and Alibaba are reinventing the convenience store. But with a new twist borrowed from their online world—they have no sales staff and no checkouts. They are creating the shopping experience of tomorrow using video surveillance and contactless payment. At the entrance, customers scan a QR code with their smartphone. Then they pick up the products they need and walk out of the store. Artificial intelligence is used to recognize what goods they have taken, charge their credit card, and issue a digital receipt. No more waiting in line and fumbling in your pockets for your credit card. Amazon is currently operating three such stores in the USA, and this is set to increase to 3,000 in the near future. The Chinese online giant Alibaba has opened a pop-up café in Hangzhou, China, that works in a similar way. China is very much at the forefront of this trend, where similar concepts in the form of walk-in snack vending machines are already part of everyday life.

It must be one of Germany’s most eagerly awaited auctions. People have high hopes of the auction of licenses for mobile, real-time 5G Internet that is planned for spring 2019. The government is expecting to rake in billions in revenues, the economy is looking forward to new business models, and consumers will finally have broadband Internet throughout Germany. By 2020, the fifth generation of mobile communications should be ready to go on the market, and by 2025, 99 percent of all households should be served by the network. The new frequencies enable transmission rates of up to 20 gigabits per second—more than 20 times faster than the LTE standard—with significantly lower energy consumption. But 5G isn’t only about faster downloads. It means that machines will be able to communicate with each other in near real time, so experts predict that new technologies such as self-driving cars and the Internet of Things will finally make a breakthrough thanks to super-fast mobile communications.

Influencer marketing is still a fast-moving field, and new developments will certainly be a theme at the next Internet World Expo. The exhibition takes place on March 12–13, 2019.
TRANSPORTATION

Munich to Berlin in just 30 minutes. Elon Musk’s vision of the Hyperloop could make this reality. The Tesla founder dreams of propelling supersonic trains in the form of pods through underground tubes. Thanks to the vacuum in these tunnels, the pods could reach speeds in excess of 746 mph. Musk’s Hyperloop pod competition is still underway, and a test track is already being built by Hyperloop TT in Toulouse, France. Tesla’s competitor Virgin is also pushing ahead with the idea and is due to open its own research center in Spain by 2020. Such Hyperloops could make traveling more comfortable and ease the pressure on congested city streets. But they would also fundamentally change our perception of distance—just like the steam engine did 200 years ago.

A QUESTION OF TRUST: CYBERSECURITY

It’s a question that dominates our digital present and future: How can we best protect ourselves against cyberattacks? As digital transformation continues apace, businesses need to focus more attention on the security aspect. An issue that in the past was considered to be the sole concern of the IT department has now found its way into the board room. No company can meet this challenge alone. They need effective support and real solutions—which, in turn, need to be totally secure. Cybersecurity is also a key factor for the economy.

According to a study commissioned by Command Control, 66 percent of German companies fear that their customers will lose confidence if incidents occur and they cannot guarantee their online security. Some 52 percent of all companies believe cybersecurity offers an opportunity to gain a competitive advantage and be perceived and recommended as trustworthy partners. A total of 82 percent of all digital security professionals and managers believe it is vital to intensify their security measures so that they can effectively address the new dangers posed by the digital world.

That’s why Messe München has come up with Command Control, a brand-new format that provides a major international platform for this important issue. Seventy-five top speakers, renowned cyberexperts, and a separate exhibition space for cybersecurity start-ups were all on the program for the first Command Control, held in Munich in September. It provided decision-makers with a central, cross-industry cybersecurity platform for dialog and an interactive platform for sharing knowledge and best practices.

The premiere was a resounding success. Managing directors, CEOs, CISOs, CIOs, data protection officers, and risk managers came together with cybersecurity experts to discuss how to make the new digital world more secure. Along with strategies for countering threats, nearly 100 lectures, panel discussions, and workshops focused on how companies can make the most of the opportunities that it presents. Command Control will be an annual event. The second edition is planned for spring 2020.

FASTER THAN SOUND

In Elon Musk’s Hyperloop competition, the fastest pod to date has been built by students at the Technical University of Munich. On its third run, their prototype reached 290 mph.

AHEAD BY A NOSE

In Elon Musk’s Hyperloop competition, the fastest pod to date has been built by students at the Technical University of Munich. On its third run, their prototype reached 290 mph.
It’s a property offer that’s set to make a splash. A fully glassed 180-square-meter apartment in the best location with unobstructed views over Tokyo and the snow-covered Fujiyama 200 kilometers away. This is an apartment of superlatives, one of a kind in the world.

But whoever lives here needs to like heights—this dream home is a long way up! The penthouse in the Sky Mile Tower will be 5,250 feet above ground, soaring above the ocean waves. At its feet, a perfect infrastructure of shopping malls, restaurants, and beaches for leisure.

This new high-flyer has been given an all-round ecological design—a high-rise building that is green to its core. Instead of pumping water up to the top floors, the building’s facade will harvest the surrounding clouds and store treated rainwater at different levels in the tower.

Of course, all this doesn’t come cheap. And it certainly won’t be if the design proposed by American architectural firms Kohn Pedersen Fox and Leslie E. Robertson actually becomes a reality: A new skyscraper in Tokyo Bay that will be twice as high as the Burj Khalifa in Dubai. At a height of 2,723 feet, the building in Dubai is currently the world’s tallest building, but it will be dwarfed by the proposed new Sky Mile Tower.

We still don’t know whether this filigree colossus of steel and concrete will ever be built, but the plan is more than just a pipe dream. As part of its Next Tokyo 2045 initiative, the Japanese government has called on architects worldwide to come up with ideas for developing the city. The Sky Mile Tower is one of these proposals. The Japanese megacity on the shores of the Pacific is struggling with the same problems as other cities around the world: housing shortages, congested streets, smog, noise, and a mass influx of people.

Next Tokyo could be called Next Everywhere—an urban planning challenge for the rapidly growing cities of India, Africa, and South America, but also for Western Europe, where cities like Paris, London, and Munich.
MOVING UP
Life is heading skywards—like here in the Malaysian capital of Kuala Lumpur. In the background, you can see the twin skyscrapers of the Petronas Towers, which at a height of 1,483 feet were the world’s tallest buildings from 1998 to 2004.
NEW HORIZONS

The cable-car network in La Paz is finally nearing completion. This is how the Bolivian capital is combating its chaotic traffic—some 11,800 to 13,500 feet above sea level. Six out of eleven lines are already in operation.

The gondolas transport 3,000 passengers per hour. They reduce the travel time from La Paz to neighboring El Alto from one hour to ten minutes.

ABOVE IT ALL

21 miles
In future, houses will have to function like power plants, so they will have to generate more energy than they consume.

PHILIP LEISTNER, PROFESSOR AT THE UNIVERSITY OF STUTTGART

have long been bursting at the seams. “We’re on the brink of a new stage of urbanization,” says Christian Rauch, Director of the Future Institute’s Frankfurt office. “Contrary to the previous expectations of many demographers, the rural exodus is continuing unabated, even in industrialized nations. Cities are our future habitat.”

And what a habitat. It will be huge—bigger than ever before. Especially in China, which is currently building the world’s most enormous city. Jing-jin-ji is the name of the project, which will have the 22-million-strong region of Beijing as its downtown and be framed by the port city of Tianjin in the south and Hebei province in the north. An area twice the size of Bavaria is now set to merge into a modern metropolis—with room for 130 million inhabitants.

We are on the cusp of a new era. For thousands of years, the majority of people lived in rural areas, but now more than half of the world’s population lives in cities. It represents the greatest movement of people ever seen—and it is by no means over. According to United Nations forecasts, almost 70 percent of the world’s population will live in urban areas by 2050—a total of 6.5 billion people.

But how will cities cope with this onslaught in terms of infrastructure, logistics, and the environment? Will the new satellite settlements provide the hoped-for relief for the existing centers? Or is the infrastructure in danger of collapsing at some point? And most importantly, will these enormous new cities be worth living in? Will they be attractive for residents or, in a best-case scenario, even more attractive places to live than today’s cities?

“We definitely have the creative potential to do this. At our events, exhibitors from Germany and abroad present a huge range of potential solutions for making our cities better places to live in,” says Reinhard Pfeiffer, Deputy CEO of the Management Board at Messe München. He is responsible for BAU, the world’s leading trade fair for architecture, materials, and systems. This show brings together international experts in the industry and, with the majority takeover of Fenestration Bau China two years ago, it now has a solid presence in China, the world’s number one construction market.

Not every city in China is a good example of modern urban planning and development, as billions of square feet have been developed in a very short time. But it is more important to move on from the architectural blunders of the past and focus on designing the livable cities of tomorrow. “We have to completely rethink the city system,” says Philip Leistner, a professor at the University of Stuttgart and head of the Fraunhofer Institute of Building Physics. “For example, in future, buildings will have to function like power plants, so they will have to generate more energy than they consume. This may not be possible for every single building, but it can certainly work for a building complex.”

Morgenstadt is the name of an initiative launched by the Fraunhofer Society in which institutes from various disciplines have joined forces to work with partners from industry and city authorities to come up with concrete proposals for the livable city of tomorrow. Some of it reads like an urbanization wish list: Electric cars roll silently through the streets and multifunctional facades filter noise and pollutants out of the air. Radishes grow on the roofs, and in the cellars, there’s a powerful battery to provide electricity for the following day.

But before we get to this point, of which scientists are only too well aware, there are one or two other problems to solve in Germany and around the world. A study conducted by Allianz predicts that the Munich region alone will need another 160,000 homes by 2030. The figure is similar in the Rhine-Main region. And in Berlin, experts believe the housing shortage will be even more acute. Other studies produce slightly different figures, but their message is the same: There’s not enough space—nowhere near enough.

“Finding an answer to this problem requires a certain amount of redensification,” says Thomas Auer, Professor and Chair of Building Technology and Climate-Responsive Design at the Technical University of Munich (TUM). “We need to make our cities much more polycentric. We don’t need new dormitory towns, but real, thriving subcenters.”

Redensification is the keyword when it comes to resolving the current housing shortage. “People still have a much too negative perception of it because they think of the architectural blunders of the 1960s,” says Auer. “But it is vibrancy, the mixture of living, working, shopping, and entertainment, that makes a city worth living in. Redensification also makes more sense from an environmental point of view than having people drive their cars into the city from their dormitory towns every morning. In terms of living and transportation, the carbon footprint of a city dweller is just half that of someone who lives in a rural area.”

A host of positive examples proves that redensification doesn’t have to have a negative impact. One of Hanover’s flagship projects is called Wohnkrone, a complex designed by architects Cityförster. Twelve modern penthouse apartments have been built on top of a parking garage from the 1960s—with generous green spaces and roof terraces. It is right in the heart of the city yet as quiet as living in a village. “If we were to use all the previously unused areas of our cities more effectively, a kind of ‘urban area 2.0,’ so to
speak, the housing shortage could be drastically reduced,” says Nils Nolting, Managing Partner at Cityförster in Hanover.

There are plenty of dormant reserves, such as on top of low-rise supermarkets. Some retail chains have already responded to this and, in addition to bread and butter, they are now offering a product that is rather unusual for their industry: apartments. Aldi Nord is planning to build around 2,000 new apartments in Berlin. The supermarket will be on the ground floor with its neighbors’ living rooms and bedrooms above. Competitor Lidl has just moved into nearly 14,000 square feet of retail space in Hamburg’s Holstenstrasse. The building is also a hotel, with 300 rooms on five floors above the discounters’ store.

You don’t even need an exercise bike. Instead, Zwift software is very popular with cyclists. Using the smart turbo trainer, which has pedaling frequency and speed sensors, you can take part in virtual races with friends at any time of the day or night. Gamification comes to performance sport.

Such hybrid uses of real estate have long been commonplace in extremely densely populated centers like Tokyo. In a city with just under 38,850 inhabitants per square mile (by comparison, Munich has just under 12,100), architects in Japan’s capital have no other choice. They use “tiny houses” to exploit the smallest of gaps between buildings to create maximum space for residents on a minimum of floor space.

It’s much easier for countries that can still execute a large-scale master plan and where vast residential areas can be created out of nothing—like in the SimCity computer game. “Of course, it’s easier to build a city from scratch because it doesn’t have a fixed structure,” says Anil Menon, Global President for Smart Connected Communities at US technology group Cisco. He believes smart connections could reduce the energy consumption of a city with such connections by 30 to 40 percent. That’s a substantial amount, so it also provides suitable leverage for achieving climate goals, as the world’s cities cover only two percent of the earth’s

To paraphrase the famous words of Willy Brandt, what belongs together can now grow together. Messe München opened its new exhibition halls C5 and C6 in May 2018, but next January, it will, for the first time, be making use of the additional exhibition space to host Bau 2019, the world’s leading trade fair for architecture, materials, and systems.

A building exhibition in a new building. “We’re totally booked out. In all 18 halls, over 2.1 million square feet,” says Reinhard Pfeiffer, Deputy CEO of Messe München’s Management Board, and the man responsible for the industry’s most important rendezvous. He is expecting 2,200 exhibitors and also a record number of visitors. Pfeiffer: “We’re expecting 260,000 visitors—about four percent more than in 2017.”

Of course, more exhibition space also means more space for new, future-oriented topics. “We have designed a new exhibition area in Hall C2 that focuses on lighting and smart building,” says Pfeiffer. “Lighting also plays an increasingly important role in the overall concept of a largely automated building where, in the future, all devices will be connected. Everything will be smart and digital, adapted to the requirements of users who no longer have to manually adjust the angle of their car seats.”

“Smartness” and “digitization” are buzzwords when it comes to the future of the industry—and the construction process itself. Building information modeling, or BIM for short, is bound to attract a great deal of attention, both in the exhibition area and at the scheduled talks. “This tool simplifies planning enormously,” says Pfeiffer. “It provides everyone involved in the construction project with transparency and control over the entire process, from the design stage to the construction site. Everyone has to be prepared for digital processes—from planners to craftsmen.”

How will we live and work tomorrow? How can layouts be designed in flexible ways so that they are easy to adapt to people’s changing requirements throughout their lives? “Our exhibitors have answers to all these questions,” says Pfeiffer. “Not only in Munich, but also at Fenestration Bau China, which we ran for the first time in Beijing after acquiring a majority stake in 2017. That also attracted record numbers of exhibitors.”

Along with new materials, multi-functional facades, and energy-efficient solutions, Bau 2019 will also be highlighting another topic: simplification through prefabrication and modular design. “On the building site of the future, everything will be put together like a jigsaw puzzle,” says Pfeiffer. “This not only saves time and money, but also increases the precision and quality of a structure.”

Today, the world’s leading trade fair for architecture, materials, and systems acts as both a seismograph and pacesetter for how the industry seeks to shape the future. Pfeiffer: “At our fair, exhibitors and visitors take away a lot more than just the stones they’ll be building on tomorrow.”

The Bau trade fair points the way to the future. Special shows on sustainability and smart living are just some of the events. January 14–19, 2019, Messe München.

www.bau-muenchen.com
THE MEASURE OF OUR CITIES

They are going to be huge. And town planners also want them to be green. But what is the actual state of today’s metropolises? How are cities growing around the world? Where are the skyscrapers reaching highest into the heavens? Here, a few selected cities in figures.

METROPOLISES FOR MILLIONS
The world’s largest urban centers in millions.
(number of residents in 2014 and 2030)
Source: United Nations

HELLO, NEIGHBOR
Population density of selected
German cities
(residents per square mile)
Sources: Wikipedia, Statista

ENERGY GUZZLERS
The five energy-hungriest cities
(in 10 million residents)
Consumption data in petajoules
Source: FAS

LIFE IN A CITY PARK
The world’s greenest cities
(square feet of green space per resident)
Source: Statista

NEXT STOP: CENTRAL STATION
Although the metro in China’s Shenzhen only opened in 2004, it is already the tenth-largest system in the world, with a network length of 177 miles (as of the end of 2016). The network will grow to be more than 600 miles long by 2025. In London, the “Tube,” which began operating with steam in 1863 and is the oldest subway in the world, carries five million passengers daily. The six largest subway systems in the world (in miles).
Source: ingenieur.de
In terms of living and transportation, the carbon footprint of a city dweller is just half that of someone who lives in a rural area.

THOMAS AUER, PROFESSOR AT THE TECHNICAL UNIVERSITY OF MUNICH

...
TRADITION MEETS MODERNITY
Shanghai is the benchmark when it comes to modernity. Yet the city’s inhabitants still cultivate their traditions—such as practicing tai chi every morning on the roof.

ART AND CULTURE
Chinese bureaucrats are setting priorities for certain cities. Harbin in the northwest of the country is a new cultural center with a lavish opera house.

THE GREAT UNKNOWN
China already has five cities with more than ten million inhabitants (urban region). The rest of the world must still get used to some of their names. (Worldatlas.com)

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<tr>
<th>City</th>
<th>Population</th>
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<tr>
<td>Shanghai</td>
<td>22,315,474</td>
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<td>Beijing</td>
<td>11,716,620</td>
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<td>Tianjin</td>
<td>11,090,314</td>
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<td>Guangzhou</td>
<td>11,071,424</td>
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<tr>
<td>Shenzhen</td>
<td>10,358,381</td>
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What is your vision for the city of the future?

LEISTNER | In general terms, it’s a clean, green city that offers an excellent quality of life; in other words, a place that’s pleasant to be in.

What role does energy efficiency play in this?

It’s essential for society as a whole that we make our cities more energy-efficient. But we mustn’t forget that Germany has around 40 million households, and every year, this figure goes up only by about 200,000 new homes.

So first of all, we have to renovate the old buildings?

It’s not a question of either/or. When we have an opportunity to build new buildings, we have to make sure they are low-energy. At the same time, we have to upgrade older buildings to make them more energy-efficient. The ideal situation would be buildings that act like power plants, so they generate more energy than they consume. Of course, theory is currently outstripping practice in the building industry. But we can do a lot to narrow the gap between what is technically possible and what we do in reality.

Speaking of gaps, doesn’t redensification inevitably reduce the quality of life in our cities?

Redensification and quality of life don’t have to be a contradiction in terms. Munich has the most inhabitants per square mile in Germany, yet the city is regularly ranked as one of the world’s most livable cities. So when it comes to redensification, it all depends on how we do it. If existing building stock is augmented sensibly and in moderation, redensification doesn’t have to have a negative impact.

Songdo in South Korea is regarded as a model for the smart city. What can we learn from it?

That it’s possible to significantly improve efficiency. There are also some very good examples of this here in Germany, such as FertighausWelt in Wuppertal, which is monitored and evaluated from a scientific standpoint via the Fraunhofer Institute of Building Physics. The ultraefficient Effizienzhaus Plus model homes that form part of this project are interconnected so that they can share the surplus energy that they generate. This means the neighborhood has cut the electricity it buys from the grid by around 20 percent.

One of your current projects is called BUOLUS. Can you tell us more about it?

It’s about the building physics of urban surfaces. By that, I don’t just mean the paint on the facade...

...but?

General surfaces that we use in the city. Let’s take a classic example: maintaining sidewalks. This costs city authorities a huge amount of money every year. So we asked ourselves how we could design paving stones that are not only safe, but also cheap to clean. Up to now, many of these urban surfaces have been designed with a single purpose in mind, but they could just as easily fulfill a number of other functions. For example, facades could not only be heat-insulating, but also neutralize smog and absorb noise.

Living in a city is always going to be noisier than living in a village. Are we too sensitive?

I’d say we’ve changed our expectations. In Venice, the council even wanted to ban rolling suitcases with plastic wheels at certain times, because they’re so loud on the city’s historic cobblestones. Yet to someone who is used to standing in front of a blast furnace with 110 decibels in their ears, it would be like a mere fly buzzing around.

And the sound of traffic?

Engines are much quieter nowadays, but this benefit has been negated by the ever-increasing volumes of traffic. So far, porous asphalt has only been used on freeways, and interstate highways, but it could be part of the solution here.

Is it possible to optimize the construction process itself?

Absolutely. Building information modeling, or BIM for short, creates enormous transparency throughout the entire process. It could have prevented construction debacles such as those at Berlin Airport and Stuttgart Central Station. The intelligence and responsiveness of buildings is another issue. What happens when damage occurs? Or, better still, how can we prevent the damage from occurring? For example, installing sensors on water pipes that warn of potential leaks. And finally, there’s the question of what happens to a building when it reaches the end of its life. It’s not only our phones, washing machines, and cars that need to be recyclable, but our houses, too.
THE ROOF OF THE NEW WORLD
56 Leonard Street is the name of the iconic new skyscraper in New York that was completed by Herzog & de Meuron in 2016. It soars 820 feet into the air.

A QUESTION OF PRICE
This is how much living space real estate buyers in New York can get for 300,000 euros.

203 sq. ft

... in other cities, the number varies considerably (in square feet, Numbeo)

DOWN-TO-EARTH
Architects call houses that can be squeezed into gaps in major cities “tiny houses.” They may be small, but they are often beautifully designed.
SMART HOUSES

According to Siemens, almost one in ten of the world’s homes will be smart by 2019. That is, they will be equipped with devices that communicate with each other via sensors.

A SMART SOLUTION

In the Huangshan Mountain Village, architects attempted to integrate state-of-the-art residential complexes seamlessly into the natural landscape.
It’s better to have a mishmash of young and old in the neighborhood than be tidied away in a retirement home.

THOMAS JOCHER, PROFESSOR AT THE UNIVERSITY OF STUTTGART

• In Vilnius, the capital of Lithuania, an app with the nutrient-rich water produced by aquaponics. Perch and basil grow in close proximity because the plants can be fertilized with the nutrient-rich water produced by fish farming. “It’s a smart circulation system that reduces water consumption by up to 90 percent compared to traditional farming methods,” says Leschke.

The experts call it “urban farming” and refer to “zero-carbon food.” It’s an idea that goes back to US scientist Dickson Despommier, who conjured up the vision of a city that feeds itself with high-rise greenhouses in his 2010 book The Vertical Farm. But in practice, it’s not that simple. In Berlin alone, adequately feeding its residents would require an area the size of the whole city. So urban farming is somewhat unrealistic as a sole supply channel, but it is very interesting as a kind of symbiotic partial solution.

Symbiosis in biology refers to the coexistence of organisms of different species—to the advantage and benefit of all those involved. And this is exactly what urban living space is all about. “Forward-looking urban planners have to come up with concepts that make it possible to practically integrate totally different areas of our lives,” says futurologist Christian Rauch. “Living and working, consumption, children, leisure, and, of course, caring for the elderly.”

Older people are a key element of our future societies, not only in Germany, but also in countries like China that have aging populations. Today, one in four Germans are over the age of 60. In 30 years, this generation will make up 38 percent of the population, a fact that poses new challenges for urban planning and housing construction.

“We’re still building the wrong kinds of homes. The old model of two children, three rooms, and four wheels has had its day,” says Professor of Architecture Thomas Jocher, Director of the Institute for Housing and Design at the University of Stuttgart.

“In future, we will need new buildings that feeds itself with high-rise greenhouses.”

This approach is also symbiotic. “Ready to go” or “ready for slow go.” In the city of the future, greater accessibility will not only benefit the elderly, but also parents who have to carry their kids’ strollers up to the top floor of the building.

It’s not yet clear how the architects plan to have young and old living together under one roof at the Sky Mile Tower in Tokyo. But they have thought about one way of making life there more convenient: the elevator. Their plans state it will be made by ThyssenKrupp Elevator using technology that makes it possible for several cabins to travel back and forth in one shaft, not just vertically but horizontally. And, most importantly, it will be much faster than previous elevator systems.

This may not be the answer to the biggest problem in today’s cities, but it does solve a serious one. According to Andreas Schierenbeck, CEO of ThyssenKrupp Elevator, “All the office workers in New York City alone spend 16.6 years waiting for an elevator. And they spend another 5.9 years in the cabin.”

In the city of the future, perhaps this annoyance will soon be a thing of the past.
One day, she’s working with poor children in Kenya, the next, she’s meeting with the rich and powerful. Sociologist Auma Obama feels at home in both worlds. A conversation about different starting points, shared opportunities, and the question of whether the world is becoming smaller—and if so, how.

MM | Ms. Obama, you live in two different worlds. With your foundation in Kenya, you work with poor children, but you also travel the world meeting the elite of the global village. How do you handle that? How long does it take you to adjust to such totally different environments?

AUMA OBAMA | I’m actually at home in three worlds. There’s my international work, then I’m in Nairobi—a big city—and then I’m with the people in my aid projects. I find it easy to adjust, perhaps because I’ve lived in Germany and Europe for a very long time and know what it’s like. Nairobi is my home, that’s where I grew up. I know my way around and I can also take some time for myself. I still work, but mainly at my desk. My passion is being in the countryside, in Alego, the home of the children and families that we work with. Roll up your sleeves, get stuck in—I love that. It gives me a sense of purpose and shows me why I do this work.

MM | You once said the Internet is both a curse and a blessing because it creates false expectations in young people. In what way?

OBAMA | I think so, yes. Because of the Internet, if nothing else. People learn much more from each other. This knowledge may not always be correct, but at least they have access to it. We never had this kind of access in the past. It’s a great opportunity and a chance to get to know different people and different worlds without needing to leave your desk or your house. That’s why the world has become closer and smaller.

MM | The promise of globalization has always been that these worlds will grow together—has this happened, in your experience?

OBAMA | In July this year, we set up a computer laboratory with Internet access as part of our project. But we haven’t started working there yet, because first I think young people have to learn how to handle so much information. They have to understand the relationship between what they see on the Web and their own life in a hut with no running water. Instagram isn’t real life. People put on their make-up, present an image of themselves, look amazing. But that’s not reality.
MESSE MÜNCHEN MAGAZINE

It’s dangerous when you start thinking, ah, I can have that life, too. You have to keep your feet on the ground and ask yourself what you have at home. What can you build on to improve your life?

MM | What about the other way around? Do people in Germany and the West have an image of Africa that corresponds to today’s reality? After all, Kenya, Nigeria, and other African countries now have vibrant start-up scenes, particularly in the fintech area.

OBAMA | Interestingly, very little seems to have changed in people’s minds. When I grew up, I knew much more about Europe and the US than Europeans and Americans knew about us. We learned it at school. But when I came to Germany, I discovered people knew nothing about us. The questions I was asked always made me think that people don’t read, they know nothing about this huge continent.

MM | Knowledge doesn’t come automatically.

OBAMA | Exactly. And that hasn’t changed, despite the Internet. I always say Professor Google only tells you what you ask. If you don’t want to know, you won’t know. And that’s why my daughter, who has just come to Europe, is facing the same questions that I was asked almost 40 years ago.

MM | They could learn a lot of positive things. The trends relating to life expectancy, literacy, infant and child mortality are all good. How do you see the future? Are you optimistic?

OBAMA | I work with children and young people. I have to be optimistic or there would be no point. For me, they are our potential for making the world a better place. I try to communicate values to these young people and teach them that they also have a responsibility. This relates to both food production and protecting the environment. We are all dependent on each other, and children have to learn this as early as possible. We’ll only succeed in this if we show them that this world is worth it.

MM | China is currently investing heavily in your home country, Kenya, and in Africa in general. Billions are pouring into infrastructure, railway lines, and container ports. Should development aid be a business?

OBAMA | There’s no such thing as a free lunch. We get into debt and trade old dependencies for new ones. And we have to decide whether we can afford it. That’s the problem. Not every loan is a good loan. People in Africa have to think about sustainability. My work, on the other hand, is about helping people to help themselves. What can we achieve with our local resources? Where can we avoid being dependent on outside forces and money?

MM | But investment is needed—the African population is set to double by 2050.

OBAMA | You can’t say there are too many people. It’s just that we have too many young people with no prospects. But once they have prospects, this continent will be the future of the world. Here, we still have clean water, clean air, and clean soil. So it’s imperative that we all start to view this continent as representing hope, opportunity, and potential, not as a problem. I know it’s not politically correct to say so, but the real problem lies in Europe. People don’t have enough space. The water is no longer clean. The land has been literally farmed to death by the agricultural industry.

MM | Is the West the wrong role model then?

OBAMA | Yes. But it’s not a case of saying, oh, Europe bad, Africa good. It’s about preserving all the parts of the earth that are still healthy.

MM | You grew up in Kenya as the daughter of a government official. Have you experienced poverty yourself?

OBAMA | The question is how you define poverty. And that’s where my work starts. The fact that you have no running water and no electricity doesn’t necessarily mean you’re poor. I was born in a rural area and my grandmother brought me up until I moved to the city. We had no running water or electricity, but I was happy. I never went hungry, and we fetched our water from the river. The problem is that today, I work with children and young
“YOU CAN’T NEGOTIATE WITH NATURE”

Classic development aid is replaced by helping people to help themselves. This year, Europe’s main environmental and technology award, the GreenTec Award, also went to Auma Obama.

One of the most pressing questions of our time is how to reconcile economic and ecological development. Auma Obama has found an answer. Her Sauti Kuu Foundation (“Strong Voices”) gives children and young people in rural Kenya the opportunity to have a better future. People learn how to use local resources and to do without chemical pesticides. Classic development aid is being replaced by helping people to help themselves. Solar and biogas plants have been built, along with a granary, a training center with library, and sports facilities. Last May, Auma Obama was honored with the 10,000-euro GreenTec Award in the Environmental Leadership category at IFAT, the world’s largest environmental technology trade fair.

A WORD OF WARNING

In her acceptance speech, Auma Obama said that we all have to do our bit to make the world a better place: “We need to change our behavior. That’s not just a demand but a duty.”
people who live exactly as I used to, but now they think they’re poor because that’s the classic development aid definition. They all say: I can’t help myself, I’m just a victim.

MM | So, who is actually poor?

OBAMA | People are only really poor when they move to the city and end up in the slums. That’s terrible. In rural areas, they have everything they need, but they leave it behind to seek wealth and happiness in the cities. Instead, they end up in real poverty. It’s really a question of perspective.

MM | In what way?

OBAMA | In Europe, lots of people dream of a holiday without electricity and running water. So they go and stay in a log cabin in Sweden with an outhouse and pay a fortune to “find themselves.” But in Kenya, that’s what everyone wants to get away from, and we think we’re poor. Everyone should ask themselves: Hold on, what makes me happy? For me, the main thing is ensuring we don’t ruin our world and realizing that much of what we think of as progress and prosperity is actually what destroys us.

MM | You once said you knew from an early age where you wanted to go in life. Can you tell us when that was and what you had in mind?

OBAMA | Thinking back, by the age of eight, I already knew what I didn’t want. I grew up with boys, and my father was a very strong character. All I ever heard was: “You’re a girl, you can’t do this or that.” And: “You’re a girl, you have to do this and that.” My brother is only two years older than me. I always competed with him and heard that he could and I couldn’t. It bothered me, I fought against it. I knew then that I didn’t want to be defined solely by my gender. I had to create a space where I would be defined first and foremost as a human being. And where my words aren’t ignored simply because I’m a woman. That’s also why my foundation is called Sauti Kuu, which means “strong voices.”

MM | To what extent do the dreams of the children that you work with differ from the dreams of your generation back then?

OBAMA | With our foundation, we have created something that didn’t exist before. A place where children can play sports, learn, and be creative through theater, music, and poetry. They learn to speak, to use their voice, to talk to each other, to debate. They learn handicraft skills and are shown how to cultivate the land. It’s more than a youth center, it’s a place where they work through things together, where they ask why am I here, what is my responsibility, and what do I have to do to have a good life as an adult?

MM | So, everything’s fine?

OBAMA | We used to get a better school education. More was expected of us, we had to be ambitious and strive to succeed. These days, “nerd” is an insult bandied around by young people. Life is competitive. Children and teenagers need to know that. But I have a feeling that lots of things are neglected at school, such as soft skills, values, political engagement, sport, and creativity. A lot of things that should be part of a young person’s education have simply been struck off the curriculum.

MM | In your doctoral thesis, you compared perceptions of work in Germany and Kenya—what specific differences are there?

OBAMA | I was mainly interested in the work ethic. Of course, this is very pronounced here in Germany. People are much more likely to define themselves through their job. If you don’t have a job, you’re nothing. Society treats you like a loser. You keep on applying for jobs and your self-confidence takes knock after knock. In Africa, people don’t define themselves by their work, but by their family and social standing. This means you can be unemployed but still walk around with your head held high, without feeling like a failure. You might be proud of your sons or your wife instead.

MM | That sounds really good, doesn’t it?

OBAMA | I wrote my dissertation a few
years ago, and at that time I thought: “Oh, our way is much more human.” But it causes dependencies and I also find I’m coming full circle in my own work. Because it’s not perceived as a problem. For example, I might work, have a child, and earn good money, but my sister, who has five children and is unemployed, has no problem asking me to pay her kids’ school fees. And now she’s pregnant with her sixth child. So the high value placed on family becomes a disadvantage because it’s used to exploit others. Over the years, I’ve come to realize that we can’t get bogged down in this. We need a stronger sense of responsibility and duty.

**MM |** What would you say to children growing up in your foundation who want to come to Europe? Would you be disappointed?

**OBAMA |** I certainly wouldn’t stop them. After all, I came to Europe myself. I needed a place where I could grow as a person. I felt restricted and limited in what I could do. I was a girl, a woman. Our projects are in rural areas, so our children and teenagers say they want to go to the city. All we can do is show them what they could have in the city and what they are leaving behind, because most of the time, they end up in the slums.

**MM |** What specifically do you say to them?

**OBAMA |** I tell them to go, but to go equipped. I would never say no. I’d just say be ready for it. You can go, but not as a refugee. Then you’ll end up on the street and have nothing, but you can’t come back because you’re ashamed to say: “I went to Europe, but I made nothing of my life.” Despite this, most of them still go as refugees. They shouldn’t do that. There’s a treasure trove of possibilities here if they will only make use of them. They just have to take one step at a time. Then this route is not an escape, but an alternative.

**MM |** You still spend a lot of time in Germany. How do you perceive the mood in the country?

**OBAMA |** Difficult. People are much colder now. But I don’t think that’s the majority of Germans. Germany has become so diverse, it’s a real melting pot. Germans are no longer just blond and blue-eyed.

**MM |** The rise of the far right is underpinned by opposition to globalization. Isolationism is a global trend.

**OBAMA |** Exactly. We do a lot of work with emotions and fear here. People think that the people who come to their country want to take something from them. But if you take the time to study the facts, you find out that most refugees stay on their continent of origin. In Kenya, for example, we have considerably more refugees than Germany. Half a million people live in the Kakuma refugee camp alone, and they’ve been there for three generations. They are partly integrated and partly ghettoized. The problems and fears caused by migration are not exclusive to Europe.

**MM |** How do you fight fear?

**OBAMA |** The migration discussion isn’t objective—it, deliberately works on a wide range of emotions. I recently gave a lecture on diversity and the importance of migration. I said that if you really want to tackle the situation properly, you just have to imagine a German street with German people and imagine that everything that comes from abroad disappears. Then everyone would be walking around naked and the streets would be gray. It’s so simple. Even people who go out on the streets demonstrating against foreigners are wearing Levi’s jeans—which are made in Africa. The world is no longer homogeneous. It never was. But nowadays, people can no longer avoid accepting this fact.

**MM |** So it’s imperative that we all start to view this continent as representing hope, opportunity, and potential, not as a problem.

**»**

**MM |** Auma Obama made it easy for us—by conducting the interview in fluent German.

**OBAMA |** Auma Obama made it easy for us—by conducting the interview in fluent German.
When people talk about the energy transition, they tend to focus on how electricity is generated. But another question is equally important—how does the electricity get to where it’s needed? Without a smart grid, the whole project is doomed to failure. But one small Bavarian village is already living in the future.

Wildpoldsried in the Oberallgäu region of southern Bavaria: With a population of just 2,500, it is home to more cows than people. Surrounded by lush green pastures, the village is close to the weathered ruins of an ancient castle and has stunning views of the first of the Alpine peaks. But tourists don’t only seek out this idyllic spot because of its spectacular scenery. “Every year, more than 100 groups of visitors arrive from all over the world, mainly from Africa, South America, and Asia,” says the village mayor, Arno Zengerle. “People want to find out what’s possible in this field.” When he says “this field,” he is referring to the energy generated in Wildpoldsried. Wildpoldsried has gained an international reputation as an “energy village” that produces almost eight times as much renewable electricity as it consumes. It is the recipient of numerous awards for sustainability. The locals say they don’t live in Silicon Valley but rather in “Energy Valley.”

In just 20 years, Arno Zengerle has turned a village with generally poor infrastructure in Bavarian Swabia—about a two-hour drive from Munich—into a showcase project for the energy transition. When you look up, the onion domes of the churches are not the only landmarks. The roof of just about every barn in the village is fitted with solar panels, and on a nearby hill, there are eleven huge wind turbines, their blades turning lazily in today’s gentle breeze. The village is also home to two small hydropower plants and four biogas facilities.

So this is it then? The energy transition is in full swing? Well, not quite. Because what’s good for the village’s carbon footprint can be a nightmare for the grid operators. The energy may be clean, but it depends on the sun and wind, so it’s unpredictable. Generating so much green energy regularly stretches the local grid systems to their limits. So clean energy needs to be accompanied by a smart grid.

The call for smart electricity comes from the very top. “The success of the energy transition depends on having modern, well-developed grids,” said Peter Altmaier, Minister for Economic Affairs and Energy, when he spent a week assessing the country’s power distribution systems. “The electricity grids are the cardiovascular system of our power supply. They have to be totally reliable, from the wind turbines in the North Sea to the charging stations in Bavaria.” That’s easier said...
A CLEAN SOLUTION

The tiny village of Wildpoldsried produces eight times more green electricity than it actually consumes.
than done. Germany is currently crisscrossed by more than 1.1 million miles of power lines, from high-voltage transmission cables to the standard domestic cables that supply the homes of end consumers. Ensuring that this huge machine is fit for the future is vital if the energy transition is to succeed. By 2030, 50 billion euros are set to be spent on expanding the network in Germany alone.

Little Wildpoldsried is also a pioneer in this field. Universities from all over Germany and major corporations, such as Siemens, are all testing new technologies in the village. Meanwhile, local energy start-up Sonnen is producing domestic batteries that store excess electricity and release it back into the grid at times when there is little wind or sun, known as lulls. The company is an international market leader in this field. Giants from the old energy world, such as Shell and General Electric, have invested millions in the company and top university MIT has named Sonnen one of the 50 most innovative companies in the world.

It’s a beautiful fall day. The solar panels are glinting on the roofs. Sonnen’s ultramodern headquarters fit into the village about as well as a UFO. People are quietly going about their work; another container load of batteries is being sent out. In a light and airy meeting room, Joint Managing Director Jean-Baptiste Cornefert explains the concept: “The future of the energy world is green and local.”

But electricity producers and grid operators today still have to contend with phenomena such as load shifting and supply peaks. The north of Germany is full of powerful wind farms but demand for energy is low. On days when the wind is strong, the grid can’t cope with all the energy that is generated. The grid operator has to disconnect the wind turbines from the system and all the clean electricity produced in the north goes to waste. Meanwhile, in the south, large power plants have to ramp up production to make up for the energy shortfall.

This is known as “redispacht,” and just from the way Cornefert says the word, it is evident he finds it an inelegant solution. Last year alone, this sledgehammer approach to energy distribution in Germany led to additional costs of around one billion euros.

Consequently, the company is working on developing its own community of micro-generators that can trade the energy they produce. “Instead of constantly reducing and ramping up production from an 800-megawatt coal-fired power station as needed, thousands of households could either feed their surplus electricity into the grid or take it from there,” says Cornefert. He calls these Sonnen customers “prosumers,” as they’re both producers and consumers. A pilot project is currently being run with grid operator Tenet to see how stable electricity supplies can be guaranteed even when there are fluctuations in production. The project uses blockchain technology to track exactly who is receiving how much electricity from whom, and where each person is sending their own electricity.

What can Germany and the rest of the world learn from Wildpoldsried? Can these small-scale systems be implemented on a much larger scale? Now, it’s all about expanding the system, says Cornefert. He sees the potential for 1.4 million batteries to be installed in Germany alone over the next few years. And Sonnen has already equipped 40,000 households in South Australia with smart electricity storage systems for energy produced from solar panels. When combined, these batteries create a virtual 150-megawatt power plant. Sonnen systems are also being installed in thousands of homes in a new town that is being built in Arizona—a community of the future, where every resident produces and stores their own electricity.
Dr. Dirr, what are the key challenges for growth in the B2B market?

Dr. Markus Dirr

The decision-making process is becoming ever more complicated, and very often, it appears to come with a lack of transparency. The key question in the B2B area is: How do I remain relevant in the mind of my clients? What must I do so that they think of me when they plan a new product? My range of services and my own brand must be firmly fixed in my client’s mind. There is nothing new about this challenge. What is new, however, is our digital answer to it.

How do you remain present in the client’s mind?

All our products are geared toward increasing our clients’ visibility through digital communication channels. With TrustedTargeting, online marketing campaigns can be run that precisely target the client’s advertising messages to B2B prospects. For example, why doesn’t a manufacturer of production facilities advertise on Zeit.de? Because too many of the readers reached would not be relevant. Yet decision-makers in the production branch also use such websites. With TrustedTargeting, only these Zeit.de decision-makers would receive the advertising message.

But doesn’t this technology already exist? What is so special about it?

We don’t see ourselves as technology innovators, but rather as B2B target group innovators. The technology is established; the business model is that of the big digital firms. The difference lies in the database. And here, we have a decisive competitive advantage thanks to the superior data of the trade fair business. We get among the best results, by the way, when we use our data (which is anonymized and complies with data protection) together with Facebook.

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What began 20 years ago was completed in 2018—in less time and at less cost than planned in the 1990s. The “new” Messe München is today a global player and at home in Munich-Riem. A success story.

- **€332,600,000** is the turnover Messe München realized in 2017.
- **25 electronic charging stations** have been installed and an additional 25 stations are planned.
- **1,903,186** visitors vary from year to year, but the figures are rising. Altogether, **42 million people** have visited the exhibition center in Riem, which on average is **2.0 million visitors a year**.
- **2,500 taxis** drive to and from the exhibition center every day.
- **6,000 people** can be held here.
- **35,187 exhibitors** participated in 2017—not including those who took part in Bauma.
- **44.4%** of the leadership positions are occupied by women.
- Messe München GmbH had **113 guest events** in 2017. In addition, **36 of its own events** were held in Germany and abroad.
- **185 employees** of Messe München take 1,120 flights a year to visit venues abroad.
- Nearly half of the leadership positions are occupied by women.
- When Bauma is held, in addition to all the hall space, a total of **4.5 million square feet** of open-air grounds is also in use. Bauma is therefore the **largest trade fair** in the world.
- With the addition of Halls C5 and C6, the total number has increased to 18. Altogether, Messe München now has **2.2 million square feet** of exhibition space.
- The number of employees at Messe München GmbH increased in 2017 to 721. Among them: 40 trainees and 29 nationalities.
- The solar panels on the roofs contribute to the exhibition center’s power supply. The use of solar energy saves **1,600 tons of CO₂ emissions** every year.
- The new Halls C5 and C6, as well as Messe München’s newly built Conference Center Nord, are heated exclusively by means of district heating, which is derived from geothermal energy.
- Chives grow on a large green roof area.
- **21 percent** of the exhibition grounds are green. With a total of **2.4 million square feet** of green space, Messe München has the greenest exhibition center in the world.
- **2,500 trees** and **70,000 bushes**.
- **2,600,000,000** euros are the turnover Messe München realized in 2017.
- **16,000 seats** are occupied per hour.
- A subway line was built specially for the exhibition center in Riem. When Bauma is held, 16,000 seats are occupied per hour.
- **377,000 sq. ft**.
- **377,000 sq. ft**.
- **30,000 visitors**
- **2,500**
- **1,120**
- **6.6 million sq. ft**
- **€332,600,000**
- **2.4 million sq. ft**
- **1,903,186**
- **0**
- **1,120**
- **6,000**
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21 percent of the exhibition grounds are green. With a total of 2.4 million square feet of green space, Messe München has the greenest exhibition center in the world.

The number of employees at Messe München GmbH increased in 2017 to 721. Among them: 40 trainees and 29 nationalities.

The solar panels on the roofs contribute to the exhibition center’s power supply. The use of solar energy saves 1,600 tons of CO2 emissions every year. The new Halls C5 and C6, as well as Messe München’s newly built Conference Center Nord, are heated exclusively by means of district heating, which is derived from geothermal energy.

Chives grow on a large green roof area.
What makes Messe München stand out as an employer? “Lots of things,” says Jennifer Hader, whose career at the company has led to her becoming its HR Director at the age of just 31.

They get to enjoy a start-up atmosphere within a well-established, international company. They have an opportunity to turn product ideas into reality from the ground up and with a high degree of autonomy, and we give them an incredible amount of creative freedom in a high-speed growth environment.

Working for Messe München is something special. That’s the feeling we try to give everyone. We see ourselves as a strong team that achieves its goals when we pull together. The high approval levels in the 2017 employee survey also shows that a lot of people enjoy their work. According to the survey, 85 percent of colleagues identify strongly with Messe München as an employer. But of course, a good atmosphere and having fun are not the be-all and end-all, our staff also want concrete benefits.

MM | With all these job profiles in so many different areas, how do you create a corporate identity?
HADER | Working for Messe München is something special. That’s the feeling we try to give everyone. We see ourselves as a strong team that achieves its goals when we pull together. The high approval levels in the 2017 employee survey also shows that a lot of people enjoy their work. According to the survey, 85 percent of colleagues identify strongly with Messe München as an employer. But of course, a good atmosphere and having fun are not the be-all and end-all, our staff also want concrete benefits.

MM | Everyone is looking to recruit expert staff. Why should they come to Messe München?
HADER | With us, you get the best of both worlds. We currently have 14 employees in our—still very young—digital department.
and were awarded the “Deutscher Preis für Betriebliche Altersvorsorge” (German Prize for Company Pension Schemes) in 2015. We also do a great deal in the areas of training and health. In principle, anyone can register for internal and external seminars, and soon we’ll even be opening our own gym.

MM | Everyone is talking about New Work, a new relationship between work and leisure. What is your approach to this?

HADER | New Work is one of four strategic HR core objectives. We understand New Work to mean health and wellbeing in the workplace, but also developing approaches to agile working and flextime. There’s a lot going on. We will soon be signing a company agreement on mobile working to enable greater flexibility. We are making our offices more modern and open-plan. We are closely studying how we can work and communicate better, and which tools help us to do this. And finally, we also offer a childcare allowance, a parent-child office, and pay for an external family service if employees need it.

MM | What are the other three strategic HR core objectives?

HADER | People development, employer attractiveness, and strategic personnel planning. The last point, for example, concerns the fact that we plan our personnel requirements in close cooperation with each department so that we don’t end up firefighting in the short term. When it comes to personnel development, one of our main focuses is on providing experts and managers with attractive career options. Our new program for developing potential opens up new opportunities. We also work continuously on our in-house training program, so we are able to respond flexibly to current challenges. We are keen to be even more strongly perceived as one of Germany’s top employers. Since the beginning of 2018, applicants have been able to find out more information on our new career website. It includes totally unedited statements from employees.

MM | Because you believe that corporate values are important to employees?

HADER | Yes, they are important to them and us. And they have been proven to have a positive influence on corporate success. That’s why our staff have been involved in drafting our five corporate values: trust, team spirit, enthusiasm, responsibility, and innovation. Their involvement is very important to us.

MM | Where else do they get involved?

HADER | In our leadership principles, for example. Our colleagues were also involved in shaping these. The principles take our values a stage further. They provide orientation, encourage people to take responsibility, be prepared for change, promote diversity, and strengthen respect for one another. Each principle has a specific supporter on the Management Board.

MM | But values and leadership principles also have to be integrated into working life...

HADER | Exactly. That brings me to the sixth principle of leadership: Adopt a position and give feedback. Our workers have also come up with a wide range of ideas on how we can integrate and manage the leadership principles. In the future, we will be introducing leadership feedback as part of our HR tools.

MM | Your digital natives are already telling top executives what’s happening on the net...

HADER | Yes, our Reverse Mentoring Program turns young people into the experts. All our directors and division managers have a young mentor. They meet regularly and exchange ideas. Then the digital native tells them about new trends on the Internet, social media, and apps. For example, my mentor draws my attention to oddball HR formats. And I ask her what she thinks about our HR ideas.

MM | At the age of 32, you’re almost a digital native yourself. How did you become an HR manager at such an early age?

HADER | Hard work, ambition, and a real passion for HR—all that was important. I completed my studies and other training programs while working a 40-hour week—that took some dedication. Messe München has always supported me in this. But it’s not just me—there are lots of wonderful success stories at Messe München.

MM | And how do you personally manage your work-life balance?

HADER | Actually, that’s easy for me. As soon as I get on my Vespa after work, I can switch off. And my weekends are sacred. It might sound old-fashioned, but part of New Work is not working.

THE PEOPLE-MAKER
Jennifer Hader, 32, began her apprenticeship at Messe München in 2002. As a result, she knows the company inside out. Countless training programs later, she was appointed Executive Director Human Resources in early 2018. In this role, she is responsible for the company’s 1,095 employees worldwide.
“We produce perfect trade fairs,” says Rolf Tischer. “That’s what our customers expect.” Tischer stares at the table, then gives an engaging grin. It’s a lofty claim, but he’s convincing. “I’ve always wanted to help people,” he says, explaining why he loves his job.

It’s the people in the Trade Fair Services department who do the hands-on work that make trade fairs possible. For Rolf Tischer, perfect means that every exhibitor has the technical hookups they need at their booth. It means the catering services provide customers with what they want everywhere in the exhibition center, without long waiting times. It means the ticket booking and admission systems work smoothly—including the new mobile ticketing system. The telephone hotline can handle any query, and the exhibition hostesses are fully briefed and ready to answer questions with a smile. And, most importantly, it means preventing gridlock—during the trade fair and while exhibitors are setting up and taking down their booths.

Tischer has to have strong nerves. That’s no problem for him, because he knows how to handle stressful situations. “There’s no stress as long as you have a plan,” he says. Above all, the plan relies on good communication: “Talking to customers in advance and giving them good advice means we have fewer problems during setup.”

Bauma 2019 will cover an area of over 6.6 million square feet—it’s the world’s biggest trade fair. When Messe München first opened in Riem in 1998, it had no subway connection, leading to negative headlines about the terrible traffic. But much has changed since then, largely thanks to the traffic and safety concept that Rolf Tischer’s team worked on with the public authorities. Truck traffic is always a major challenge. “There were times when our loading docks were overflowing, and long lines were forming on the streets,” recalls Tischer. Some drivers even had to spend the night outside the gates of the exhibition center.

For Bauma 2019, Tischer has been working with experts in the forwarding industry to develop a sophisticated just-in-time delivery system. For example, setup and dismantling is controlled by a Web-based logistics system that manages the time slots. This makes it possible to plan precise schedules for delivery vehicles before and after the fair. Anyone with a vehicle over 7.5 tons who wants to enter the site has to register beforehand. Then they are given a delivery slot, which can be adjusted in real time. “This is an advantage for the exhibitors because they can plan very precisely. It also helps the external forwarding companies, as we can tell them where their vehicle is currently located. And it’s better for the neighborhood, as the surrounding streets are no longer blocked with trucks before and after the exhibition,” says Tischer.

Rolf Tischer certainly has no routine job. He constantly has to find solutions to new challenges. The biggest of these is Bauma: “We build a small town here every three years,” he says—with a broad grin.
SURFING A WAVE IN CHINA

BY VICKI SUSSENS
PHOTO: BAKASPICTURES

2018 has been a stellar year for Messe München Shanghai as visitor figures have risen in all the key sectors. CEO Edwin Tan, who is a trade fair expert and Asia specialist, talks about what makes the fast-moving Chinese event industry so exciting, where growth is coming from, and the firm’s ambitious plans for future growth.

China is one of the fastest-growing markets in the world with a big thirst for cutting-edge technology. Edwin Tan joined Messe München Shanghai as CEO in March 2017. He says: “With its huge consumer market, no global company can avoid China.”

Tan, who has spent many years implementing international strategies in the Chinese event industry, has witnessed the Chinese trade fair maturing into what he calls the “true definition of an exhibition”: a trading platform. “Western firms used to attend Chinese fairs only to sell. Now, they are also looking to buy.” In another change, foreign exhibitors are using trade fairs to develop distribution networks and after-sales services so they can access less important parts of China.

He predicts a bigger change: “Trade fairs in China are currently extensions of Munich fairs. But China is leapfrogging other countries in many sectors, so we can expect to see ‘mother’ exhibitions in China in the near future.”

In the meantime, Messe München’s presence in China is adding square footage to Munich as Chinese participation grows. “More importantly, we have organized groups of key buyers to go to Munich. And Chinese government officials, through our office in Shanghai, have also made several trips to boost trade.”

All this makes the Chinese event industry very exciting for Tan, who thrives on driving new initiatives. Under his former leadership as COO of Reed Exhibitions Greater China, a subsidiary of one of the world’s largest event companies, the firm achieved record sales. Now, he is driving an ambitious growth strategy for Messe München in China.

China is Messe München’s largest area of operation. It’s also the only location where it runs another exhibition center, the Shanghai New International Expo Centre (SNIEC), together with three German event organizers. SNIEC is the most successful exhibition venue in the world.

The move into China 15 years ago was a major part of the Munich firm’s internationalization strategy. It is paying off. “With government initiatives to boost the economy beginning to impact, exhibitions as a platform for exchanging ideas, trading, sourcing, and partnership will continue to flourish.”

“Made in China 2025” is already turning China into a manufacturing power, and “Internet Plus” aims at rebooting the decelerating economy through digitization, and the trillion-dollar New Silk Road is reviving trade routes from China to Europe—a prospect that has the logistics industry in a state of euphoria.

“These moves, together with a stable Chinese currency, IPR protection, and a strong legal framework, are boosting trade and thus giving our exhibitions more traction,” reports Tan.

And indeed, 2018 has been a stellar year for Messe München Shanghai as industries boom in all key sectors. For example, stricter environmental policies have led to a
TRADE FAIR EXPERT

Edwin Tan, is a trade fair expert and Asia specialist who joined Messe München as CEO in March 2017. Before that, he was president of Wanda Studios, a subsidiary of the Wanda Group, one of China’s largest property companies. Under his leadership of Reed Exhibitions Greater China, the company achieved record sales.

Huge demand for high-quality environmental technologies and solutions. This was reflected in record figures for Messe München’s IE expo China 2018, which saw a 21 percent increase in visitor figures, a 28 percent increase in exhibition space, and a record 400 supporting events.

The laser industry is also thriving thanks to the focus of “Made in China” on intelligent manufacturing. This has led to a growing demand for optical- and photonics technology, reflected in the record 55,872 visitors to Laser World of Photonics China 2018.

According to Tan, Messe München is well placed to ride the wave of these booming new industries because of its deep sector knowledge in some of the hottest markets: automation, electronics, construction, sports, the environment, building materials, and transportation logistics. “This means we know the latest trends and can predict in which direction Chinese enterprises are developing,” says Tan.

Currently, Messe München ranks seventh in China in terms of square footage per year and Tan wants to see it ranking within the top five within the next ten years. Growth will come from expanding the main sectors to various parts of China and extending the portfolio throughout Asia. At the same time, more conferences and exhibitions will be added to complete the value chain for each sector. New fairs to be introduced include: LEAP, a complete electronics production and automated factory exhibition in October 2018 in Shenzhen; Labtechnica, a cleanroom and laboratory technology exhibition in Shanghai in November 2019; and Machine Vision—new events in 2019 in Beijing and Shenzhen.

In the meantime, the subsidiary is digitalizing: “In the last year, we’ve implemented software to better conduct sales and monitor the health of our exhibitions through the sales cycle. And we are currently finalizing software for better visitor management.”

Asked what his main focus is now, he answers: “All of the above!” And then he gives a satisfied chuckle.
TRADE FAIR HIGHLIGHTS

WARNINGS
Larry Clinton, President of the Internet Security Alliance (left), and computer virus expert Eugene Kaspersky (above) warn against neglecting IT security. Many companies still don’t know what they should be doing, says Kaspersky.

COMMAND CONTROL
At the end of September, a new exhibition format premiered in Munich. The three-day cybersecurity summit Command Control was a resounding success. Close to 800 high-level participants agreed that it’s time for IT security to be a board-level issue. They were also unanimous in their positive evaluation of the event itself, with 87 percent of visitors rating Command Control as excellent, very good, or good. A second edition is already being planned for 2020.

BITS & PRETZELS
Five years after the first event, Bits & Pretzels has become one of the Digital Conventions where founders present their ideas. Since this year, Messe München has held a ten percent stake in Bits & Pretzels. The company has always supported start-ups. The new partnership underscores this commitment and upgrades Munich as a hub for the international start-up scene.

CLICHÉ AND REALITY
The founders of Bits & Pretzels abide by the old adage of laptops and lederhosen. Messe München CEO Klaus Dittrich (left) announces the deal in style.

NATURAL NETWORKING
40 women in leadership positions enjoyed a stimulating trip to the Chiemgau in July.

“FRAUEN VERBINDEN” (CONNECTING WOMEN)
At this summer’s Summit Talk, the founders of Messe München’s “Frauen Verbinden” (Connecting Women) initiative provided the perfect blend of information and relaxation. Held in Samerberg, the event brought together women in leadership positions to discuss topics such as diversity, New Work, reverse mentoring, social media, networking, and work-life balance. Many serious discussions and a bracing hike were followed by a relaxing introduction to wild herbs and a delicious rustic lunch at the Käseralm.
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**25 YEARS OF MOC**

For the last 25 years, the almost 325,000-square-foot site of a former railway company now hosts around 120 events a year. Deputy Chairman of Messe München Reinhard Pfeiffer (left) and his colleague Markus Geisenberger, Managing Director of Messe Leipzig, celebrated the 25th anniversary of the MOC Event Centre.

**PAYING CLOSE ATTENTION**

In the Real Estate Innovation Forum, Chris Boos showed how AI creates creative freedom for people.

**EXPO REAL**

More than 2,000 exhibitors, over 40,000 visitors—Europe’s largest trade fair for real estate and investment took place in Munich in October with a new record attendance. Urban development was a central theme, with affordable housing playing a major role and the question of how cities can remain livable despite their high population density. Also in focus: The digital awakening of the real estate industry. In the Real Estate Innovation Forum, start-ups and established companies networked to promote digital transformation in the sector.

**ISPO DIGITIZE**

The world of sport is also affected by digital advances. The main topic of the event is digitization in the sporting goods industry and in the specialist sporting goods trade.

**“MIA SAN DIGITAL” (WE’RE DIGITAL)**

The performance of top athletes such as Bayern Munich players is constantly being measured to ensure they deliver their very best.

**ELECTRONICA**

Smart houses, digital medicine, networked cars—no aspect of modern life can do without electronics and circuits. The industry met for four days in November at Electronica, the world’s leading trade fair for the electronics industry, to discuss which direction the latest developments are taking.

**THOUGHT LEADER**

Jeremy Rifkin, one of the great intellectuals of the United States, spoke on the future of the world economy in his opening speech at Electronica.
What do humans think about thinking robots? How similar may they become to humans? A worldwide study in Europe, Asia, and the USA on behalf of the world’s leading trade fair Electronica has investigated this. The results: 81 percent of consumers want “electronic devices of the future” to simplify life. Increasingly, however, there is also a critical discussion about what artificial intelligence and robotics may and may not do in the future. Some 71 percent are of the opinion that electronic devices should only assist people and should under no circumstances replace their thinking. The robot with artificial intelligence should not become “human-like” and should remain clearly recognizable as a machine.

On the other hand, 72 percent of the respondents rated positively the fact that robots use artificial intelligence to learn independently and to react to situations. Just as many people would like robots to help them make decisions. On the other hand, opinion is divided as to whether they should be able to recognize human feelings and react to them: In Europe, around one in two is in favour of this—but in China, it is 85 percent.

When Messe München moved from Theresienhöhe in the city center to the new exhibition grounds in Riem 20 years ago, only part of the big overall plan was realized: In 1998, there were 12 halls with a total of 1.5 million square feet of exhibition space at the new premises. The ICM—International Congress Center Munich—was the first of its kind in Munich. Today, it attracts congresses with up to 30,000 participants.

A total of 18 halls were planned right from the start. Six more halls were built one after the other. Construction of the first two halls began immediately after the opening. The next two halls were completed for the 2006 Football World Cup in Germany. They housed the media center of the Football World Cup. Now, in December, 20 years after the move, we are celebrating the opening of the last two halls and thus the completion of the New Munich Trade Fair Center (see also pages 30–31). Messe München financed all six halls entirely from its own resources, without any funding from its shareholders.

The new building includes the Conference Center Nord—an ideal complement to the large ICM. Smaller congresses and conferences are held here. This means that the trade fair has 18 halls with nearly 2.2 million square feet of exhibition space and 4.5 million square feet of open space. With the world’s leading trade fair bauma, the largest trade fair in the world is possible here.

With the new exhibition center in Riem, the rise to one of the most important exhibition companies in the world began. Even 20 years after its opening, Messe München still has one of the most effective and modern exhibition centers in the world. It is highly appreciated by exhibitors and visitors and the city is envied by many—also because it has an ideal transport connection on the outskirts with two subway stations of its own, a freeway, and a connection to a major international airport. Messe München has been a much sought-after consultant for the construction of new exhibition grounds ever since. Whether in India or Turkey. And Munich was the model for the Shanghai New International Expo Centre (SNIEC), which opened in China at the turn of the millennium and is now the world’s busiest exhibition center.
After 25 years, it is back in Munich with an attractive new name: OutDoor by Ispo. It represents a liaison between two strong brands. Around 900 exhibitors are expected at Messe München for the premiere from June 30 to July 3, 2019. They will fill up to nine exhibition halls and 970,000 square feet. OutDoor by Ispo will be an independent trade fair alongside Ispo Munich. The industry and the European Outdoor Group are keen to preserve and strengthen its outdoor core, so it will feature some additional segments: running, water sports, urban outdoor, and biking. The new exhibition will also be more digital: Messe München owns the successful website ispo.com, which provides an international news platform for the industry.

The first OutDoor by Ispo will have a “Core Outdoor” segment, which will include mountain sports, hiking, trekking, bouldering, camping, and travel. Then there’s “Outdoor Plus,” covering tourism, urban outdoor, mountain biking, surfing, SUP, yoga, and nutrition. “X-Industry” is aimed at technology and logistics companies.

Overfilling garbage cans on the side of the road? This sight could soon be a thing of the past. Because intelligent waste management is enormously important in the “smart city” of the future. This is also the focus of the Ifat environmental technology trade fair, which deals with new technologies for waste disposal, processing, and recycling.

For example, sensors can transmit the fill level of waste containers, which saves garbage collectors unnecessary journeys. Companies could order waste collection via an app. This on-demand service is cheaper and more efficient than previous practices.

Tomorrow’s city will also be able to make garbage disappear completely. At least on the surface: Waste disposal will be moved by underfloor systems under the earth. This saves valuable space, which is becoming scarcer and more expensive in our rapidly growing cities.

A futuristic district is being planned in Toronto, Canada: In the pilot project, waste robots are to take care of waste disposal underground. However, it is still unclear whether this will pay off economically.

Learning from young people—that’s the idea behind Messe München’s new Reverse Mentoring Program. This is when young workers help older managers by coaching them in new technologies. It’s unusual because learning processes at work are usually the other way around. But when it comes to the Internet, social media, and apps, it’s young people who tend to be the experts—hence the name “reverse mentoring.”

The Messe München Management Board are keen to benefit from the knowledge of its young employees. It’s not enough to talk about digitalization and social media: These have to be an integral part of working life. And this also applies to the CEO. He is one of 20 managers who have teamed up with a younger colleague. It’s a partnership that will teach them how to make the most of the digital world. In return, the managers give the young people valuable career tips. So it’s a classic win-win situation. The Reverse Mentoring Program has attracted attention from far and wide.
Messe München is one of the world’s leading trade fair organizers with over 50 of its own trade fairs. These include ten leading international trade fairs that are number one in their industries. It focuses on fairs for industrial goods, consumer goods, and new technologies. Together with its subsidiaries, it organizes trade fairs in China, India, Brazil, Russia, Turkey, South Africa, Nigeria, Vietnam, and Iran. Many trade fairs have been running for more than 50 years—a sign of their strength and that of Messe München.

The company is now entering the world’s key growth markets and organizing spin-offs of its leading trade fairs. This, in turn, boosts the event in its home location. This worldwide trade fair family is grouped into clusters of fairs: construction machinery, electronics, sporting goods, environmental technology, transportation logistics, and beverage technology.

One example is bauma: Covering an area of 6.6 million square feet, the “parent fair” in Munich is the world’s largest trade fair. It is held every three years, with the next one set to run from April 8 to 14, 2019. Bauma China has been in existence since 2002. After just ten years in Shanghai, it has grown to be the second-largest event in our portfolio. Bauma India followed in 2011 (first in Mumbai, now in Delhi), followed in 2013 by Bauma Conexpo Africa in Johannesburg. With Bauma CTT Russia, Messe München acquired the largest construction machinery fair in Russia and Eastern Europe at the end of 2015. And in 2017, it added the M&T Expo in São Paulo. As part of a long-term collaboration with Sobrateca, the Brazilian Association of Technology for Construction and Mining, the company partnered with the second-largest trade fair in South America and founded its own subsidiary for this purpose.

The dates of all other trade fairs can be found in the supplement.
The Chinese subsidiary in Shanghai is Germany’s largest foreign trade fair. In 2002, it became the first spinoff from Bauma. Participants came from 149 countries.

Compared to the last event, the square footage booked in Delhi rose by 30 percent.

Since 2013, the fair has been the largest construction machinery fair on the African continent. Since 2015, the fair has taken place every three years.
Messe München is at home everywhere in the world. Colleagues from around the globe reveal their insider tips

Sonja Bonifer, Head of International Business Management and M&A, Munich

Sonja Bonifer took over as Head of International Business Management and M&A at Messe München in September 2018.

1 | Insider tip
The Bavaria statue has reigned over the Theresienwiese since 1856. Climb the 60 steps up into the head of the Free State’s patron saint for an amazing view.

2 | My favorite product
Steckerlfisch is a specialty from the Alpine foothills. Trout, reindeer, or char are skewered on wooden sticks, then grilled over glowing charcoal.

3 | My favorite app
How often have you looked up to the sky and wondered where that plane is going? The flightradar24 app reveals all via real-time tracking.
NOW WE COULD ALSO CALL OURSELVES MESSE MÜNCHEN SHANGHAI SÃO PAULO MUMBAI JOHANNESBURG ISTANBUL MOSCOW HONG KONG SINGAPORE TOKYO AUCKLAND SKOPJE SARAJEVO BELGRADE BUENOS AIRES DUBAI MINSK WARSAW BOGOTA TIRANA ALGIERS MILAN TUNIS RAMBOUILLET STANMORE MISSISAUGA TEL AVIV LONDON LA PAZ SOFIA ATHENS SANTIAGO DE CHILE KIEV BAKU AMMAN TALLINN HELSINKI TEHRAN ACCRA HANOI HAARLEM ZAGREB RIGA BEIRUT SEOUL BARCELONA VILNIUS LAGOS MAKATI CITY CASABLANCA KUALA LUMPUR BUCHAREST ROSBACH TAIPEH MEXICO CITY CAIRO ULAN BATOR WINTERTHUR KARACHI LIMA JAKARTA STOCKHOLM BRNO LJUBLJANA BEIJING BANGKOK CARACAS BUDAPEST NEW YORK RIYADH BIRKERØD PORTO VIENNA.

To find out how you can benefit from our worldwide growth, visit: messe-muenchen.de
Sergey Alexandrov
Managing Director
Messe Muenchen Rus, Moscow

Sergey Alexandrov has taken over the management of Messe München’s subsidiary company Messe Muenchen Rus.

1 | Insider tip

Just a stone’s throw away from the Kremlin and Red Square, a new city landmark was opened this year: Zaryadye Park — a very beautiful example of “wild urbanism.”

2 | My favorite product

Russians are known for their delicious chocolate. I would recommend Alenka, which I personally love best.

3 | My favorite app

I would recommend to all the messenger Telegram app, which was developed and launched by the Russian Pavel Durov.

» If we don’t go into clichés about products from Russia, I would say that Russia is itself a ‘product’ so to speak, which is not known by many from all its sides. «

SERGEY ALEXANDROV, MANAGING DIRECTOR MESSE MUECHEN RUS

1 | ZARYADYE PARK Varvarka Street | Moscow | Russia | 109012
2 | ALENKA CHOCOLATE
3 | TELEGRAM APP
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