



Messe München

THE  
MESSE  
MÜNCHEN  
MAGAZINE  
02  
2019

# HUMANS IN FOCUS

On the new customer-provider relationship—  
and how companies can leverage it successfully

## LEADERSHIP

A conversation about the secret  
of smart leadership

## HEALTH

The opportunities that  
personalized medicine offers





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## DEAR READERS

»  
*Today's customer  
is more  
demanding than  
ever before.*  
«



When the festive season comes around each year, firms find ways to optimally fulfill customer expectations. This is difficult. Today's customer is more demanding than ever before. Thanks to digital tools, he or she can check out, evaluate, and even shape products. That is just one side of the coin. The other is that companies are scrutinizing customers to an unprecedented extent. Our cover story describes what this means in concrete terms.

Digitalization is also bringing major change to medicine. Health researchers and scientists are working at full speed on personalized medicine to provide patients with optimal care. Our

report "The Big Key" shows how it functions, and the opportunities it unlocks.

Our summit talk this time is on leadership. Karin Danner, manager of the Women's Soccer Department of FC Bayern Munich, and influencer Sohi Malih have had very different experiences. One leads on and beside a soccer field, the other on social media. Enjoy their take on the question: What makes good leadership today?

Barack Obama is a trailblazer when it comes to leadership. For us as Messe München, it was an absolute highlight to be able to wel-

come him at Bits & Pretzels 2019 in Hall C1. Our "Micro" section follows the event from the first moment of contact to the former US president's enlightening keynote speech at the #openingceremony.

*Klaus Dittrich*

KLAUS DITTRICH  
Chairman of the Management Board  
of Messe München



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## ARTIFICIAL INTELLIGENCE



## FULLY INTER-CONNECTED

Quickly plug the data cable into your brain and connect to virtual reality. We know this from films like *The Matrix*. But brain-computer interfaces are on the verge of moving from science fiction to reality. Facebook, for instance, is researching a technology that will allow us to type texts with our thoughts. Other start-ups have more ambitious goals. Braintree founder Bryan Johnson equipped Kernel, his company, with \$100 million in capital. In the long term, he wants it to develop implants that improve neurological abilities such as memory. Elon Musk's long-term Neuralink project, on the other hand, would like to merge the human mind with the computer. After successful tests on rats and mice, the first trials on healthy human subjects are scheduled to begin next year—assuming that the FDA, the regulatory body responsible, give its permission.

## ENERGY



## NEW CHARGE

The present already feels like the future, yet it is driven by a technology that has been around for decades. We are talking about rechargeable lithium-ion batteries. Whether it's a smartphone or an electric car, nothing runs without a battery. But when it comes to charging time and storage capacity, the technology is hitting a barrier. This is why people everywhere are working to develop the battery of the future. The German Ministry of Education and Research is funding programs worth millions for solid-state batteries. The private sector is also developing the technology further. The American start-up XNRGI is working with the same materials required for lithium-ion batteries but is using a new wafer architecture in its production process—the same one used in chip production. With it, electric cars will be able to double their reach. And the inventor of lithium-ion batteries, who is now 95, recently had a new idea. John Goodenough presented the concept of a solid-state battery that uses solid electrolytes made of glass instead of liquid electrolytes. The glass battery has a higher energy density, takes minutes instead of hours to charge, and is less prone to explode.

## FINANCES



## BATTLE OF THE CRYPTO-CURRENCIES

New cryptocurrencies put pressure on states. After all, governments have a currency monopoly through their central banks. Cryptocurrencies such as Bitcoins have a shared public booking system instead of a central bank. Transactions and exchange rates are generated via this so-called blockchain. Now, more and more private companies are pushing into this highly speculative market. Facebook, Paypal, Mastercard, and other companies want to issue the cryptocurrency Libra via a foundation, secured by traditional currencies and allegedly more stable than Bitcoins. A currency with which Facebook founder Mark Zuckerberg wants to make payments via his social channels WhatsApp and Facebook possible.

The German government has reacted negatively. The EU competition authorities warn that Libra could inadmissibly exclude competitors. The skepticism is great, especially since Mark Zuckerberg had to answer in court for data leaks on Facebook. One thing is clear: The technology for a digital world currency is ready. How the whole thing ends politically depends on who really benefits from it.



## SUSTAINABILITY

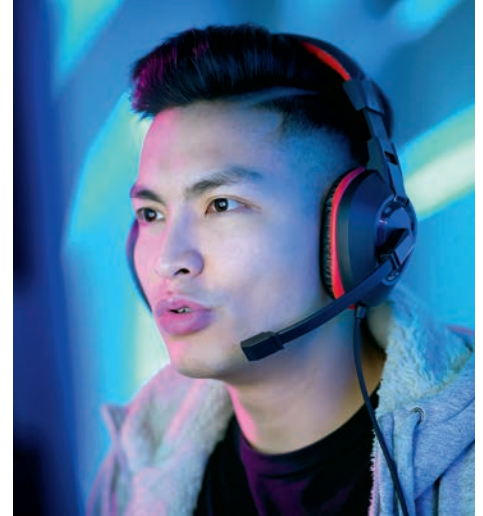

FEELING RESPONSIBLE  
AS A COMPANY

Thousands of people are taking to the streets to demonstrate for greater climate protection and increased conscious action. More and more young people in particular are demanding climate protection. This is shaking up the system: An increasing number of companies are taking on responsibility when it comes to sustainability. Messe München dedicated itself to consciously dealing with natural resources years ago. It was the first trade fair grounds in the world to receive the “Energy-efficient Enterprise” certificate from TÜV SÜD. And it is becoming even greener now. In addition to the photovoltaic systems on the roof, a co-generation plant that runs on natural gas, and a clever rainwater infiltration system to relieve the sewer system, Messe München is switching to 100 percent renewable power in January 2020. Messe München’s average electricity requirement at the Munich-Riem location is equal to that of around 9,100 two-person households in Munich. “As one of the world’s leading trade fair organizers, Messe München has a strong aura worldwide. With the switch to renewable electricity, we are taking a further step toward carbon-neutral action,” said Klaus Dittrich, Chairman of the Executive Board. By switching exclusively to renewable electricity, Messe München will save around 6,400 tons of CO<sub>2</sub> annually. The significance of this can best be explained by determining the number of trees required to absorb the harmful carbon dioxide from the air. Assuming that around 80 trees are needed to offset one ton of CO<sub>2</sub>, the future savings on the trade fair grounds is equal to the CO<sub>2</sub> absorption of around 511,500 trees per year.

## COMMITTED TO SUSTAINABILITY

The changeover to green electricity is a central measure for more sustainability. Messe München decided on ‘M’ green power from the public utility Stadtwerke München, which provides transparent documentation that its electricity is produced exclusively from regenerative energy sources. In the Munich area, these are primarily hydroelectric power stations as well as photovoltaic and geothermal plants. Biogas and wind power still play a fairly minor part at present.

## SPORTS


THE FANS CALL  
THE PLAYS

The sports industry is afraid of losing its fans. A large proportion of Generation Z is no longer willing to spend hours in a stadium or passively watch games on the screen. This is why the entrepreneur Sohrob Farudi and three of his co-founders are establishing a new sports league in which viewers have the say instead of the coaches and managers. In the Fan-Controlled Football League (FCFL), the fans determine everything: the names of the eight teams, their line-ups with real, flesh-and-blood players, and every single play in the game.

On an interactive video overlay in the FCFL app or Twitch, a streaming portal for video games, the fans vote for one of four possible plays—live, while the football game is in progress. The more often a viewer interacts, the more weight his or her vote has. The quarterback is told which option received the most votes, and implements it on the field. The game is not held in a stadium. Instead, kick-off takes place in a studio in front of a small live audience. A bit of atmosphere never hurts!



# HUMANS *IN FOCUS*

BY MICHAEL MOORSTEDT



Consumers used to be silent; today, they are critics and even producers. How companies can leverage the growing power of customers.

**H**umans are hunters. The eyes are aligned to look ahead; the movements are perfectly synchronized to catch prey as quickly as possible. Once the prey is in focus, human hunters let nothing distract them. But today, the prey has changed: Now, we hunt mostly for bargains.

People take over 80 percent of their information about the world through their eyes. Yet they are continuously being bombarded by acoustic, olfactory, and gustatory impressions. Being able to stand out in this sensory storm is the most important job of the modern firm.

There are now more than seven billion people in the world and each is unique. And in their role as customers, they are also complicated, sometimes even contradictory. Customers claim multiple roles for themselves today. They are no longer consumers who silently open their wallets or purses. Increasingly, they are also designers, multipliers, critics, or even investors.

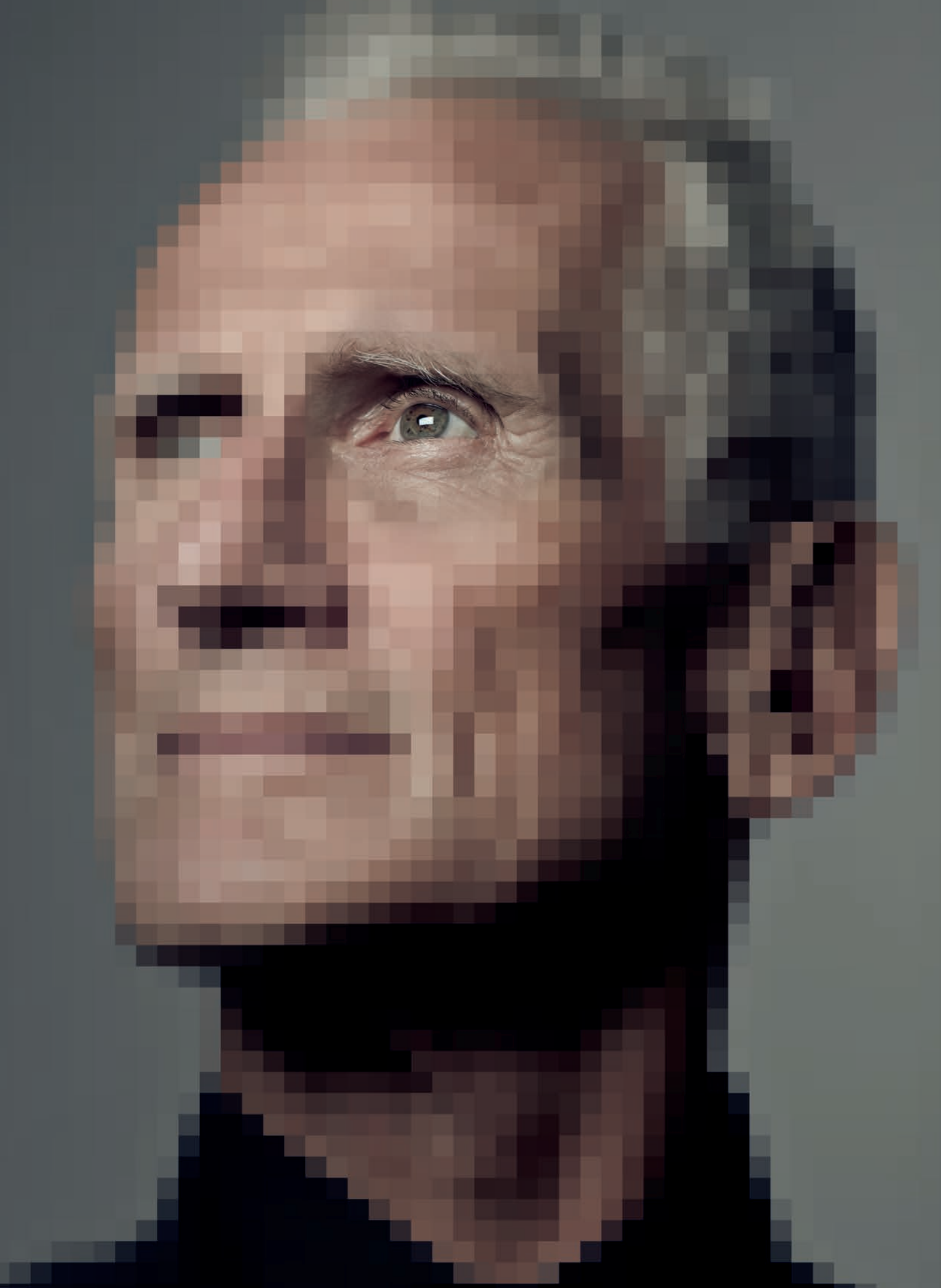
Customers have never been as well informed as they are today and have never revealed as much information about them-

selves. Just as people in 3-D printing studios can have perfect busts of themselves made, so too is there a doppelgänger for each person in the digital world, created through our daily online activities. Tracking and monitoring software save our every click and search request, advertising banners follow users from website to website. Regardless of whether it's gender, approximate age, level of education, or financial status—companies are well informed about their target audience.

Digital technologies are shaking the foundation of the customer-company relationship, which has long been considered secure. The tectonic plates are not only shifting in individual corporate areas or special industries or regions, but rather, along the entire value chain. Market research companies and trend consultants have given this phenomenon various names. Sometimes, the talk is of "empowered customers" or, even, "the age of the customer." What is the best way to deal with this new power factor in commercial life? This is the question that every company department, from product development and sales through to marketing, must ask them-

## THE EYE

The rods register brightness and the cones distinguish colors. There is a relationship between stimulus intensity and visual reaction time, which is why advertising often uses bright colors.







#### THE NOSE

Our sense of smell, also called olfactory perception, basically originates in the olfactory receptors located in the nasal cavity. Companies leverage scent marketing to attract customers.

»  
*It would be easy to arrogantly assume that everyone is familiar with our brand.*  
«

PETER KIM, FORMER VICE PRESIDENT OF DIGITAL CONSUMER ENGAGEMENT, LEGO GROUP

selves to ensure that the company continues to act successfully into the future. One thing is certain: None of the individual divisions will be operating in the future exactly as they did in the past.

Until recently, for example, a company's product development labs were top-secret areas. The fear of industrial espionage and imitations led to development activity behind locked doors and non-disclosure agreements with employees. The effort to ensure secrecy is understandable, but is also the result of a basic fallacy. After all, aside from market research, customers do not come into contact with the car, article of clothing, or smartphone until the very end of the process: the point of sale. There, they decide whether they like the product. Or not.

An example of how one can tap into the creativity of the masses is the Lego Ideas website. The building block manufacturer happens to be the world's largest toy corporation. On its website, fans can upload their own models and vote on the ideas of others—more than 30,000 of which have already been collected on the database. If enough positive votes are submitted, Lego will produce the kit and the inventor will even receive one percent of the profit the company makes on it. At least 10,000 votes are required. More than 25 kits, from the Beatles' Yellow Submarine to the International Space Station, have been created via this system since the website went live. Users feel that their hobby is being taken seriously—more than one million of them have already registered on the platform. And the Lego Group is pleased about permanent user engagement and products for which positive customer feedback is virtually guaranteed. "It would be easy to arrogantly assume that everyone is familiar with our brand," says Peter Kim, former Vice President of

Digital Consumer Engagement at Lego. "But we must always ask what our customers want and what we have to do to satisfy them."

Lego's solution is called co-creation, or crowdsourced innovation. It turns product development on its head: Instead of "business to consumer," ideas can now also flow from "consumer to business." But to do this, the right conditions must be created, for example through the ISPO Open Innovation platform, which has been operated by the leading international sports network ISPO since 2013. It brings consumers and brands together to develop and test new, innovative products. Tobias Gröber, Executive Director Business Unit Consumer Goods and responsible for the ISPO Group, knows just how important customer feedback is. "Productive innovation suggestions are submitted for every ISPO Open Innovation project. For prototype tests in particular, the feedback from the project is also implemented directly," explains Gröber.

And so the customer is no longer engaged at the end of the product life cycle, but rather, at the very beginning: He or she becomes a partner. This enables a change in perspective, helps to uncover hidden customer needs, and to break through business myopia to generate new ideas. In this way, manufacturers can tap into a sheer inexhaustible reservoir: Over 60,000 sports enthusiasts from more than 60 countries have already registered on the platform and they have written hundreds of test reports for every individual project. "Even without incentives, there is always a base of community members who actively participate in the projects," says Gröber. "Their motivation lies in the opportunity to test new products and, in particular, the chance to enter into a dialog with the brand." At the same time, the tagline "Co-developed by customers" is a key sales argument. "We were able to prove that integrating customers into the development

process brings clear benefits for companies," Gröber adds. The participating companies have given exclusively positive feedback.

Once the prototype has been developed and tested, it goes into production. New technologies such as 3-D-printing also provide unprecedented opportunities. 3-D-printing has already become a standard industrial process. In comparison to conventional production processes such as milling and casting, it has the advantages of greater precision and, at the same time, greater flexibility. For example, before production, the machinery does not need to be changed over. This permits product individualization even if large numbers of pieces are involved.

Individualized mass-produced goods—that may sound contradictory, but only at first glance. The extent to which the core product is affected fluctuates greatly. Personalization has many faces. A can of soda with one's own name printed on it, custom granola, or a jar of Nutella with a personal message: Customers can now add a personal note to many everyday products. "Product personalization is an important trend. In the future, more and more products will accommodate it," says Jens Rothenstein from IFH Köln, a commerce and wholesale research institute. Many renowned companies have already jumped on the bandwagon. It is a way of differentiating a company from its competitors and, at the same time, encourages customer loyalty.

In a study conducted by the management consulting firm Deloitte, every fifth respondent said they were willing to pay more for personalized products—up to 20 percent more, to be precise. And almost as important: Almost one-quarter of study participants would also be willing to provide data about themselves for product personalization.



Distinction is a valuable commodity. Self-presentation has always been one of the drivers of consumption, but today, exclusiveness does not mean the most expensive or rare product, but rather, one that is the most unique.

Even small product modifications can be wildly successful. Take Coca-Cola, for example: In its “Share a Coke” program, the manufacturer puts the customer’s name on the bottle instead of its own brand name. The result is one of the biggest success stories in recent marketing history. The traffic on the company’s Facebook page surged upward by 870 percent and its turnover and sales grew by four and three percent, respectively.

The earlier personalization occurs in the product development process, the more expensive it is. In other words: It takes less effort to print a different first name on a label than it does to customize a running shoe. But that is exactly what will happen at adidas in the future. The AlphaEdge 4D looks more like a prop from a science-fiction film. The shoe’s interior is also futuristic because the insole is produced using a special printing process that permits maximum personalization.

It will soon be possible to adapt the insole to the wearer’s foot shape, weight, and special wishes. And reportedly, the 3-D printing process is relatively fast. A gigantic factory with lots of different materials and production steps is not necessary. Instead, a new shoe can be printed at the point of sale and bonded to the prefabricated outer material. For example, an analysis of the customer’s running style with personalized production directly in the adidas store will be possible. What was originally considered to be a concept only now “gives us the opportunity to completely rethink our production processes and create a data-driven experience that sets new standards when it comes to performance and convenience,” says Klaus Rolshoven, Design Director Future at adidas.

We are truly not far from the utopian idea that 3-D printing will one day turn consumers into producers. For now, the trend is taking another direction, and that is: Have it printed instead of printing it yourself. Start-ups such as Shapeways in the Netherlands have offered a print-on-demand service for many years. Designers can upload their designs onto the Internet platform, then customers select the material and size, and

## BUSINESS DESIGN

# SYSTEMATICALLY BECOMING SMARTER

**Dr. Bernhard Doll, founder of the German consulting firm Orange Hills, on concept development at a time of growing customer power.**



Dr. Bernhard Doll,  
founder of the consulting  
firm Orange Hills

**MM** | Mr. Doll, how should products be developed today?

**BERNHARD DOLL** | Modern product development requires a great deal of willingness to learn things. Because as a rule, it also means going into a market that you don’t know and using technologies that you have not yet mastered. It requires you to systematically become smarter. Due to the high level of competition and a great amount of customer fragmentation, you have to be humble, step back, and ask: “What do we know? And what do we still have to learn? How can we find out if our idea is truly good?” We think in business models. It is all well and good to build a new product, but if the sales approach is wrong or the marketing story is not there, then developing even the most beautiful product is senseless.

How can companies react to the new power of customers?

There are two key points to consider in strategic innovation processes. One, our customers are the absolute focus. We must understand their behavior and not poll their opinions. Secondly, because we learn quickly, we can also adapt quickly. As soon as we determine that a sales channel is no longer efficient because something in the market has changed, we can easily adapt. That implies a very different understanding of customers.

Which tools do you use?

Before we develop ideas, we explore quality. We concentrate on observing, asking questions, talking to experts, and acquiring data on customer behavior. We compile all the information and use it as a source of inspiration. At the beginning, you need points of departure: “What needs to be changed where?” This is the

basis for receiving material for developing ideas.

How do companies react to your approaches?

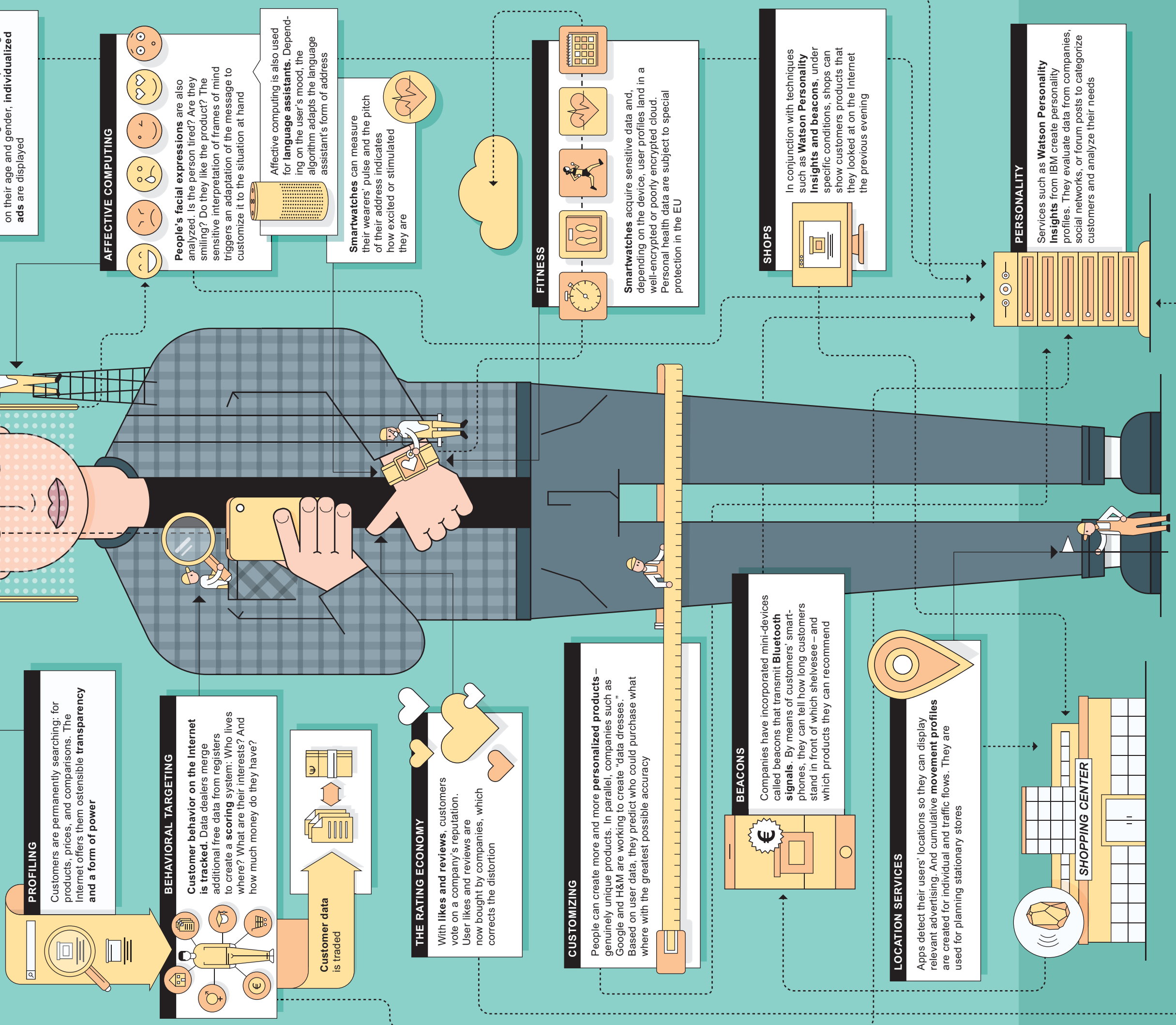
For many, it means taking a big step out of their comfort zone. Previously, it was unthinkable to launch a product that was not thought through to the last detail. People were afraid of ruining their brand with tests like that. For this reason, we have to win management over to the new approach, so that all departments are on board. Next, we figure out how not to alienate customers with a beta solution, while, at the same time, learning enough. “New” does not automatically mean “perfect.” But if one develops something down to the last detail and only then discovers that the customers are not at all interested in it, then one has suffered not only an image loss, but also wasted a lot of money.

One of your slogans is “Facts over opinion”—exactly what do you mean by that? That comes from experience. I often sat in meetings where someone presented an idea and the others said whether they thought it was good or bad. It reached a point where someone once said: “I don’t believe in the idea because my son thinks it is stupid.” At some stage, I began to stand up in meetings like that and question the basis of the argumentation. Margins and market shares would be set for an idea that someone had only described in three sentences. Too often, you get gut feeling instead of facts. The problem is that innovation does not arise from permanently looking backward, but only by looking forward. And for the future, there is no such thing as knowledge gained through experience. That’s why I say: No decisions without facts. ■

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# TAKING THE CUSTOMER'S MEASUREMENTS

The customer is king. After all, they determine what they receive and when, how, and where they want it. Companies use their data to optimize their production processes and product range. It's a wonderful synergy.







#### TACTILE SENSE

In the digital world, our tactile sense has become more important. When everything becomes more digital, the haptic is enhanced.

» *We predict that by 2025, around 80 percent of packages can be delivered by machines.* «

JÜRGEN SCHRÖDER, MCKINSEY

receive their product in the mail. Every month, more than 140,000 new designs are added to the platform.

The only question remaining is, how do all these goods reach customers? The last mile that the package has to travel is always the most labor-intensive and costly. More than half of all shipping costs arise here. And the majority of recipients are often not home when their package is delivered. “While 40 percent of deliveries used to be to consumers, today more than half of all packages are delivered to private households,” says Jürgen Schröder, Senior Partner at McKinsey and a logistics and postal services expert. In the USA, Amazon is experimenting with a key system that gives delivery personnel access to customer homes in order to leave parcels there.

**A**t the same time, there is no end in sight to delivery volume growth. Every day, 12 million packages are shipped in Germany alone, according to a study by the logistics industry association BIEK. Logistics companies are now experimenting with delivery hubs in which goods are no longer distributed from large warehouses but go into interim storage in the final destination city district. Another promising approach uses electrified cargo cycles. Twenty-first-century package logistics must become more climate-friendly, quieter, and cleaner while relieving the traffic situation in chronically overcrowded inner cities.

The box-shaped delivery robots that have been roaming the streets of several large cities such as Hamburg and San Francisco for some time now have a more modern feel. Delivery drones continue to figure in the strategy plans of logistic firms, and slowly, seem to be moving from “vision of the future” to reality. Wing, another subsidiary of Alphabet, Google’s parent company,

launched a test run in the state of Virginia in fall 2019. The drone equipped with 14 rotors is able to reach speeds of up to 75 mph at an altitude of 400 feet and promises door-to-door delivery for smaller packages. Selected packages from the package service FedEx and the pharmacy chain Walgreens can already be delivered. “We predict that by 2025, around 80 percent of packages can be delivered by machines,” says McKinsey expert Schröder.

But products are not the only factor that must be rethought—distribution models also play a role. Direct-to-consumer commerce has become more and more popular as a way of achieving better market penetration, particularly for young brands. It allows companies to bypass retailers as middlemen to contact their customers directly. It may seem paradoxical that in a world where virtually all concerns and business are digitally communicated, more emphasis is placed on direct contact. But the model is attractive because brands that rely on middlemen avoid premiums, and can offer their products more cheaply than their competitors without sacrificing quality. At the same time, they have complete control over distribution and visibility.

Of course, time is also a critical factor in distribution. Same-day delivery is no longer a courtesy; customers expect it as standard. People who order something online want to hold it in their hands as soon as possible. Obviously, all aspects of shipment and delivery are critical factors for successful e-commerce. Customers who have good delivery experiences can be used as a very strong marketing force. By contrast, 37 percent of online consumers who have unsatisfactory delivery experiences on a portal never shop there again.

Obviously, there should always be people who still make their purchases in the

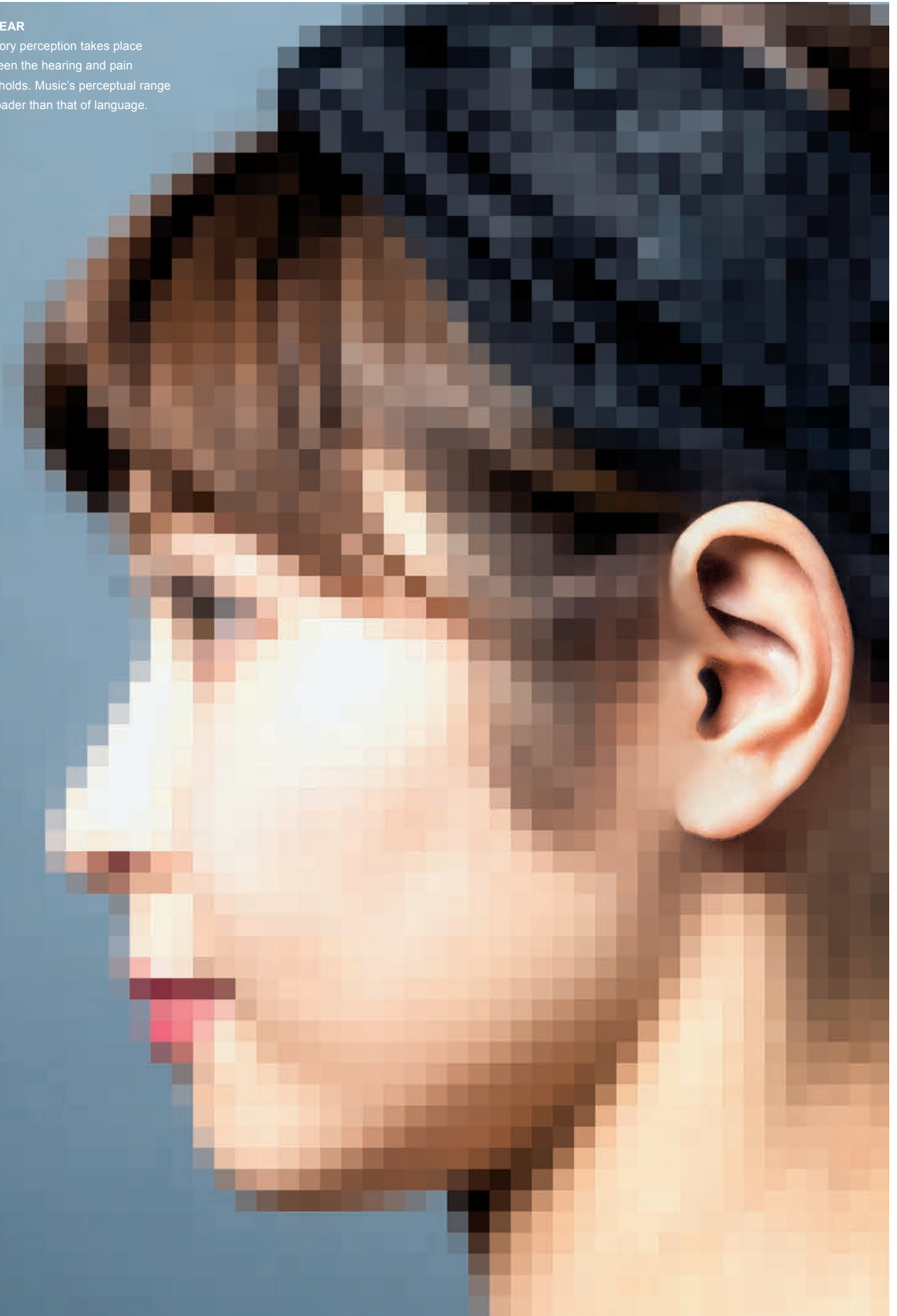
analog world. Indeed, the majority of total retail revenue in Germany—which amounts to more than €432 billion—is generated in brick-and-mortar shops. But that sector’s growth has hit a plateau. As a Nielsen study indicates, people primarily rely on efficient purchasing. They research the best prices and products on the Internet before making a purchase. If they do go into a department store, they go in and out as quickly as possible. All of those factors pose an enormous challenge to stationary retailing (see page 16). In the USA, they have already started to speak about the “retail apocalypse.” Recently, almost twice as many stores have closed as newly opened.

**T**hat was not always the case. “The customer is king” is something the early department store moguls of the mid-19th century—such as Marshall Field, John Wanamaker, and Harry Gordon Selfridge—knew. And it was important that their customers felt like kings at all times. Shortly before Selfridge opened in London, the store founder said: “A business that opens every day should be as magnificent and, in a certain way, uplifting as a church or museum.” Temples of consumption in the truest sense of the words were created. Classical columns, gigantic display windows, and elaborately decorated doors gave the buildings an air of sophistication and impressed customers. Consumption went from a necessity of life to a haptic experience that created pleasure. “I want them to enjoy light and warmth, colors and forms, and the feeling of fine fabrics,” proclaimed Selfridge. “Excite the mind, and the hand will reach for the pocket,” was another one of his favorite sayings. Nowadays, stained-glass windows or marble walls are not enough to delight the

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## THE EAR

Auditory perception takes place between the hearing and pain thresholds. Music's perceptual range is broader than that of language.





## NEW RETAIL

## THE THIRD PLACE

**What does the future of retailing look like with the offline and online worlds merging? It will have to become local, fast, and data-driven.**

Scott Galloway has an inconvenient truth to tell. At a recent retailing conference in the USA, the professor for marketing and brand strategy at New York University said: “Nobody under 40 will use an escalator to shop unless they have no other alternative.” Galloway can be even more to the point: “Department stores are dead, but they are not aware of this yet.”

There are enough facts and figures that support Galloway’s requiem. Some are even calling it the “retail apocalypse.” In the USA nowadays, almost twice as many stores are closing as newly opening. Formerly magnificent shopping malls are falling into decay and have to close; traditional companies such as Sears and giant chains such as Toys’R’Us have had to declare bankruptcy. In New York City alone, the amount of empty retail space has jumped to nearly 11 million square feet in recent years—an increase of almost 200 percent. That is equal to more than 140 soccer fields of unused space.

In Germany, the trend doesn’t look much better. According to a study by the German Retail Association, the continuous growth of online retailing has caused revenue losses in offline retailing across almost all industries. While two-digit growth is the rule online, all offline segments are shrinking. Due to the high costs of real estate in attractive inner-city locations, and the personnel and warehouse capacity required, many branch stores are no longer profitable today. The increasing amount of abandoned retail space is testament to that.

At issue are two basic questions: What benefits does offline retailing offer its customers? And what added value can people expect when they leave their own four walls instead of conveniently ordering online? A run-down department store with

artificial light, poor air quality, and an uninspired standard range, and, most likely, unfriendly salespeople, isn’t the answer.

Department stores must become “third places,” according to a white paper from retailing experts. This is how sociologists designate a place of relaxed social interaction outside the home and workplace. The retailing managers proposed a number of imaginative concepts for creating third places. For instance, the Moby Mart, a type of mobile, autonomous supermarket in the form of a futuristic truck with a small shop inside. Powered by solar energy—what else—it shows up when and where customers request it to via the app, 24/7. A nice concept, but not particularly scalable.

“New Retail,” as Alibaba CEO Jack Ma calls merging online and offline shopping, promises to be a solution with more substance. The question is how retailers can translate the insights that they gain into customer wishes online into offline stores. In China, Alibaba sets an example with Hema, the company’s own supermarket. The New Retail vision has become reality there. Each item can be scanned via smartphone to find out more information about it. Related product recommendations, cooking recipes, and certificates of organic cultivation, for example, are part of the service. When returning customers enter the store, they receive new recommendations based on their purchasing and information histories.

Those who would like to can also order items online and pick them up at the counter inside the store. And employees who are busy packing orders are everywhere in the store. The bags are placed on an aerial conveyor belt and transported to the pick-up counter: the supermarket as a distribution station. In the next five years, 2,000 branches will open. Most Chinese will live within a three-kilometer radius of

the next Hema supermarket, and inside the zone an online order will be delivered in a maximum of 30 minutes.

Amazon also has a few ideas about merging the digital and analog worlds of goods. The online retailing giant first experimented with cashierless Amazon Go convenience stores, and now it is trying to deal with its own platform’s surplus goods with the new 4-Star stores. They sell only the online top-sellers with top ratings, practically a quality guarantee for the entire range issued by the online customers who take the time to rate their purchases.

With its “Live Store” in Los Angeles, the sporting goods manufacturer Nike is now trying to align its supply of goods with local needs. This means that an algorithm oriented to e-commerce data from the LA metropolitan region stocks the shelves with products. The product selection is updated every two weeks. Customers can personalize their sports shoes, and those who don’t feel like standing in line at the cash register can pay via app and leave.

Retailers can also position themselves by improving the shopping experience online. Online retailing appears to be all-powerful in all respects. But the sheer volume of items for sale online often makes it difficult to find the right one. It can be frustrating when an inscrutable algorithm throws X-thousand products at you. That is why another New Retail concept is: “curation, not quantity.” Premium department store chains such as Nordstrom offer a personalized shopping subscription with which customers are regularly sent clothing packages. Such models work above all in the higher-price segment. This, too, is a trend in the retail sector: either low prices or luxury—but the big middle class is finding it increasingly difficult. ■

### THE MOUTH

Human taste receptor cells are located on the taste buds of the tongue and epiglottis.





#### **BALANCE**

Alongside the five familiar senses, modern physiology includes four others: the sense of temperature, perception of pain, sense of balance, and body sensation (or depth perception).

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*Ultimately, customers do not want to be shown that companies know them. They want to be helped.*  
 «

BRENT ADAMSON, GARTNER GROUP

customer. Before, consumers were satisfied by things that were “nice to have.” But over time, that has evolved into intensified consumer demands. And they are not afraid to loudly voice their dissatisfaction either. According to a study by strategy consultants Simon-Kucher & Partners, more than three-quarters of respondents have submitted a rating online and almost the same number think that online ratings are important or very important when making purchasing decisions. At the same time, just under half of responding companies view product ratings as “very important.” And only 15 percent have a specific strategy on how to deal with the “ratings economy.”

Yet proactive, positive online reputation management has now become one of the most important disciplines in communication departments. It is how companies can encounter negative criticism in public before it gathers momentum. Just one unnoticed Instagram or blog post from an influencer can get the ball rolling. The potential results? The share price drops, journalists storm the press office, and thousands of people begin boycotting the company.

The so-called empowered customer is provisionally the final stage in the customer’s evolutionary development. Social media platforms and an Internet-compatible device that is always within reach have made the words and opinions of today’s customers more powerful than ever before. Attention spans are growing shorter, the number of options is rising, brand loyalty is shrinking, and the next better offer is only a click away.

Companies must be able to react to customer needs virtually and in real time. For this reason, the experts agree that brands and products can no longer be the focus of the message. Instead, the customer is the focus. Customer-centricity is the magic word that is upending marketing fundamentals

that have been considered irrevocable for decades. At the same time, the demand to be personally addressed is also rising. Sending standard birthday e-mails is no longer considered sufficient customer communication. Instead, the right content must reach the right customer at the right time. The effort is worth it: Well-executed personalization can increase marketing ROI five- or eightfold and sales by up to ten percent.

No wonder, then, that the marketing departments of the world are undergoing continual technical upgrades. Jake Sorofman, former Research Vice President at the management consulting Gartner Group, estimates that almost as much technological investment is being made in marketing departments as in IT. Consequently, technology investment is responsible for more than one-quarter of all marketing budgets.

However, his colleague at Gartner Brent Adamson warns about implementing the modern tools blindly and unsystematically. Instead, companies must ask how Big Data and marketing technology can be used to help them “slip into the role of the customer.” The aim is to find out how customers think and what they feel. And to ask how their own efforts help customers to solve a problem or improve their lives.

“Ultimately, customers do not want to be shown that companies know them. They want to be helped,” says Adamson. To show that companies know customers without offering any help can in fact cause enormous damage. Inadequate personalization can backfire, is the conclusion of another study. It found that three-quarters of all respondents feel harassed by the brands and companies that fill up their e-mail inboxes. More than two-thirds of participants answered that they have unfollowed brands, closed user accounts

or unsubscribed after being inappropriately contacted on social media channels.

But expectations of companies go far beyond their core business. The eco-entrepreneur and author Steward Brand sensed this as early as the 1970s, when he said: “Customers have more power over good and bad than voters.” Today, his assumption can be confirmed empirically. According to one survey, four out of five respondents believe that brands have the ability to ensure stability in uncertain times and three-quarters of them answered that they expect companies to take clear positions when it comes to important social and societal issues. In other words, it’s not enough to have a good product in your portfolio. It must also stand for something important.

“Brands have become mediators between rapid innovation, on the one hand, and conscious ethics and regulation, on the other. As a result, brands are now required to function as stabilizing factors more than ever,” says Bianca Eichner, General Manager at the We Deutschland brand agency, which carried out the study. But this evolution also includes an opportunity for companies. “To know how the perceptions, positions, and needs of customers change from year to year allows companies to recognize more precisely what they have to do to reach their key stakeholders,” adds Eichner.

One thing is certain: Customers will not relinquish their new power. And of course, this “new world order” is complex, and full of change and risks. Nevertheless, brands should not perceive their newly empowered customers as potential threats. Instead, they should embrace this new opportunity. Companies that accept these changes have the chance to communicate their values and products more effectively. The customers of tomorrow are no longer mere customers. Instead, they are partners who can strengthen a company’s own message. ■



# “WE NEED AUTHENTIC PEOPLE”

INTERVIEW: KATARINA BARIĆ AND STEFAN TILLMANN  
PHOTOS: ROBERT BREMBECK



The one has over a million followers and hardly knows any of them. The other has been a female manager in a male world for more than two decades. Karin Danner, manager of the Women's Soccer Club of FC Bayern Munich, and the influencer Sohi Malih on the art of effective leadership.

MM | Mr. Malih, you have over one million followers on your Instagram account. What makes people decide to follow someone?

MALIH | The first thing I would say is: “Be yourself.” People notice right away when someone puts on an act. And creativity and quality are what count for me.

MM | Ms. Danner, who do you follow?

DANNER | I follow my gut. I'm the kind of person who runs on emotion. And I am happy to follow really good people. People who are passionate about something and stand up for their story and their convictions. But only if they reach and inspire me, of course—then I'll march in step.

MM | Do you feel a responsibility towards to your followers?

MALIH | Yes, absolutely. I would not tell them anything that I don't believe in myself. Above all, when you consider that young people also follow me and read my posts, I really have to be careful about what I write. That definitely calls for responsibility.

MM | Do we even need leaders today?

DANNER | Sometimes, I think now more

than ever. Every team needs one or two leaders that are ahead of the pack. In soccer, which is a team sport, we used to have very good leaders. But now the chiefs have become scarce and we basically only have the Indians. The tendency is for people to put their head in the sand and refuse to take on responsibility. I particularly see this in the young people who are just starting to advance in the team. Maybe it is simply because they live in an oasis of well-being. They have it very good already.

MALIH | Many people also lack the necessary courage.

DANNER | Exactly. But that is the problem. There is a scarcity of people with the courage to lead the way.

MM | If you had to choose: 11 leaders on the team or none at all?

DANNER | I would prefer 11 leaders. There would probably be lots of conflict. But soccer needs friction and tension, an environment in which people get their elbows out. It was the same in my team: Before my opponent could complete a play, I had tackled her and grabbed the ball.









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#### ONLINE

Sohi Malih, born in 1988, is Afghan and grew up as the son of a diplomat. He ended up in Germany, and studied computer linguistics before he became an influencer. On his Instagram channel, @sohi.malih, he posts elaborately staged photos of himself and sometimes enters into partnerships with customers. He and his brother now have their own agency. They produce photos and videos for major brands—also independently from Malih's own channels.

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#### ON THE FIELD

Karin Danner, born in 1959, grew up in Rhineland-Palatinate and was 18 when she started playing soccer for FC Bayern Munich. Since 1995, she has been the manager of the club's women's soccer team. During that time, she has celebrated the team's ascent into the Bundesliga (2000), two German championships (2015, 2016), one DFB Cup victory (2012), and three German U17 championship titles (2013, 2014, 2017).

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*I have to reveal a lot in order to be authentic. People notice right away when someone puts on an act.*  
 «

SOHI MALIH

MM | What characterizes a good leader?

DANNER | One hundred percent passion for what he or she does. A leader must show emotions, and weakness along with strength. And when the going gets tough, leaders show strength of character. They roll up their sleeves, take the lead, and inspire the team to give their all. Leaders are winner types. They are the ones that get the title.

MALIH | Leaders also think. They develop an idea further. When there are no leaders, it might be that nobody takes responsibility and everyone waits for someone else to take action.

MM | How do you beat the competition?

MALIH | You need to stay with what you're good at and not be too concerned about what the competition is doing. We all have a certain nose for certain things. It's the same in sports: One player is better than another because he looks ahead to the next move. You have to leverage that. For example, I now sense exactly when I need to deliver something new to my followers.

MM | Ms. Danner, you have become a leader in the soccer business. That was surely not easy.

DANNER | I have been affiliated with FC Bayern for decades, starting back when Uli Hoeneß and Karl-Heinz Rummenigge still played. I couldn't believe it when FC Bayern wanted me to play in 1977. I was 18 and my dream had come true. After my active career, starting in 1995, I led the women's soccer team as a volunteer at first, because the sport is my passion. Five years later, the team made it into the Bundesliga. I then said: "I'm only going to keep going if you pay me".

MM | Back then, did you have the feeling that you had finally become a leader?

DANNER | I have always been a fighter—I have seven siblings and had to learn how to look out for my own interests. I became a street soccer player. When I went to Munich at 18, I was a country bumpkin from the Rhineland-Palatinate. That also had an effect on me: leaving a village with a population of 1,500 to go to the big city and develop women's soccer. You have to have a strong character to lead the way. Now, I can say that the struggle has really paid off.

MM | Does leading always have something to do with struggle?

MALIH | Yes, absolutely. Fighting is part of it. In my case, it certainly was part of my biography. I was not born in Germany. I'm an Afghan and my father was a diplomat. We lived in India, Pakistan, Russia, and many

other countries. It wasn't always easy and I had a constant struggle. But you get something from that, more than someone who has never had such problems.

DANNER | Motivation is lacking today. When I see players who are sitting on the bench, I ask: "What, you're happy with that?! I would have gone crazy earlier!" The young generation has become complacent, and is afraid of doing something wrong.

MM | Can you also subordinate yourself?

MALIH | Of course, I don't always know everything better. Sometimes, you have to be able to take a back seat.

DANNER | I also learned to do that (*laughs*). When I look back at my 40 years with FC Bayern Munich, I see that I've had to take a back seat many times. After all, women's soccer was a male domain in the 1970s—it was brutal. Back then, it was harder for me to subordinate myself than it is today because I constantly had to fight for women's soccer. Now, it is established and we no longer have to promote ourselves. Female athletes are finally being appreciated. Ironically, today, when things are actually going well, I find it easier to back down. But I don't really have to, because we have a standing now.

MM | Do women lead differently?

DANNER | Yes, I personally think so. I'm not objective when it comes to this issue, but I think that women can be very diplomatic. And that in some situations, they not only lead differently; they lead better.

MM | What do you do differently in comparison to your counterpart of many years, Uli Hoeneß?

DANNER | Actually, not much at all. I am definitely a heart person. And in my eyes, Uli is, too. And he is impulsive—I can be impulsive, too. Uli lives for his passions and they are soccer and Bayern Munich. And that also applies to me. So I don't need to do anything different from him. On the contrary, he has always been a good role model for me.

MALIH | What could you teach me about leadership?

DANNER | In a male domain, you have to lead the pack with visible pride. My team and I have changed a lot over the decades. We now have 130 players in the club. You could surely learn something there.

MM | And how did you deal with opposition?

DANNER | I wanted to throw in the towel many times. But I kept fighting and survived





every time someone wanted to thwart me. If I had quit back then, Bayern wouldn't have come as far in women's soccer as it has today. They can go even farther without me. That is my wish for them, and I would love it if it came true. But we would definitely have not come as far.

MM | Mr. Malih, when did you decide to become an influencer?

MALIH | That evolved gradually. I studied computer linguistics and started posting photos when I was in college. At the beginning, we took a photo every day.

My brother is a photographer and takes all the photos. That sounds easy, but just try to do it: a high-quality photo every day and then maintain the communication. The most

difficult thing is finding the locations for the photos. Sometimes, we can drive around for three hours, searching for the right motif.

MM | And what happened next?

MALIH | I got more and more feedback, and I was asked, for example, for tips for the perfect autumn look. After two years, social media had become a full-time job and I was earning a living with it. Now, I am establishing my own agency. My two employees and I produce photos and videos for the campaigns of major brands. Because traveling around as an influencer gets boring after a while.

MM | How do you react to haters?

MALIH | I don't respond to haters. That is a waste of time.

DANNER | I agree. There are energy vampires

out there and you just have to avoid them.

MALIH | Yes, exactly. They only make you feel worse. As I always say: "People who surround themselves with negativity also attract negativity." That is why I ignore such comments.

MM | Ms. Danner, do you sometimes consciously distance yourself as well?

DANNER | That depends. Privately, I allow a few dear people to get very close. But in my professional soccer world, I sometimes have to keep my distance. I can't please everybody.

MM | How much do you have to reveal in order to be authentic?

MALIH | I have to reveal a lot. Followers are people like you and me. They notice right away when someone is putting on an act. And then that's that. That is why I would never promote something that isn't right for me. I don't promote alcohol, for example, because I almost never drink it. I don't like it; it just doesn't taste good to me. Being authentic also means giving my honest opinion. Even when I don't like a product.

MM | Where do you draw the line? Your little girl even has her own Instagram account.

MALIH | My wife and I would never show everything about her. Of course, there are things and situations that we would never share. Nothing personal and, in general, nothing from home. We only show cute things, funny things. When she is wearing a sweet outfit, outdoors with a small dog, or was taking her first steps. My daughter has 60,000 followers and is with a modeling agency—she is totally in. Of course, we constantly ask ourselves if the situation is still OK. But we can rein her in at any time. There isn't a comparable account in Germany, but I think it will come.

DANNER | Social media have also become extremely important for us. Our women's



get. But I have achieved plenty now and my team is great. I enjoy delegating now. That has been a positive development over the past ten years.

**MALIH** | Really, it took that long? I found out that I like to delegate after around four years. When you are self-employed, it is always difficult to delegate. You always think you can do it better than anyone else. The problem is that a company can only grow if you share. I'm not a one-man show.

**MM** | What are your goals?

**MALIH** | Of course, we want the agency that we are in the process of establishing to become bigger so we can delegate tasks.

**DANNER** | For me, it's time to put my life's work into other hands. Especially now, because women's soccer is gaining in international importance. More and more traditional clubs are putting women's teams together. They're mushrooming: Chelsea, FC Barcelona, Real Madrid, Manchester United—they are all investing a lot in women's soccer right now. What these new teams do not have, in contrast to FC Bayern, is a history. It's no longer just about us. Just like the men, we fly to the training camp in Doha—to do more for women there as well.

**MM** | And what is your vision for your retirement?

**DANNER** | My dream is to sit in the gallery of the sold-out Allianz Arena and cheer for our players. ■

soccer section has three million Facebook followers. But I think that is too many for me. I'm happy when nobody bothers me.

**MM** | Could you also do without likes, Mr. Malih?

**MALIH** | I don't need any likes at all.

**DANNER** | Really?

**MALIH** | Yes, really. I don't understand why everyone is so obsessed with likes. People who only look at likes or numbers have stopped paying attention to quality and are no longer creative. They lead you to neglecting your work. And I don't want to do that.

**MM** | What would you risk a shitstorm for?

**MALIH** | That is a good question. But I don't think I would let things get to that point. However, I don't read all the messages I

receive. Nobody has time for that. I don't take it all so seriously. People are always on the lookout for mistakes. And on the Internet today, everyone is a journalist. Everybody can write about other people and criticize them in the hope that the world will read what they have written.

**MM** | Leading also means delegating. Do you like to delegate?

**DANNER** | Yes, now I do. That used to be one of my big weaknesses. I was a lone warrior for decades, but when that is the case, you risk becoming a recluse at some point. And before I explained something to someone, I just did it myself. The results speak for themselves. I mean, 40 years of women's soccer at FC Bayern is something you have to fight to



#### CLEARLY RED

Our editors Stefan Tillmann and Katarina Barić met Karin Danner and Sohi Malih in the Red Room at Roomers Hotel. Karin Danner even said that it would be the perfect location for the next championship celebration.



# THE BIG KEY

BY MICHAEL MOORSTEDT



Health research and biotech companies are continuing their work of measuring the human. What opportunities do personalized medicine offer?

**I**t took a long time before Mila's parents were given a name for their daughter's condition: Vogt-Spielmeyer disease. Mila, then six years old and formerly a happy, lively little girl, was already blind. She had lost her vocabulary, severe cramps regularly shook her body, and she could no longer walk without help. Vogt-Spielmeyer disease, also called Batten disease, is a very rare neurodegenerative illness. In Germany, the prevalence is only 1 in 143,000 births. The disease is incurable and the life expectancy is six to 20 years. But in Mila's case, within eight months, a team of doctors from Boston found the genetic cause of her illness and developed a drug that would halt the disease's progress.

It has been 20 months since Mila began her treatment, and she no longer has seizures. She can also feed herself instead of relying on feeding tubes. In good moments, she laughs just as she used to. This innovative drug is called Milasen—named after Mila, the only person being treated with it.

Mila's case, which was recently described in the *New England Journal of Medicine*, is an impressive demonstration of the efficacy of

personalized medicine. Also called precision medicine, it is a completely new approach to viewing and treating diseases. Earlier, almost everyone with the same symptoms received the same medicine. Already today, work is being done to tailor drugs and treatments to the body, metabolism, and genome of each patient.

A treatment unique to each and every individual: Personalized medicine like this is to be found in the annals of science fiction along with flying cars and robotic butlers. And just as with the other future technologies, for many years now, there has been a promise that the vision will soon become reality.

That will mean greater efficiency in the healthcare system, but perhaps also higher costs. A treatment such as the one Mila receives could cost several million dollars. The opportunities personalized medicine present and its focus on individual patients are equally its greatest challenge: Each patient is an individual case.

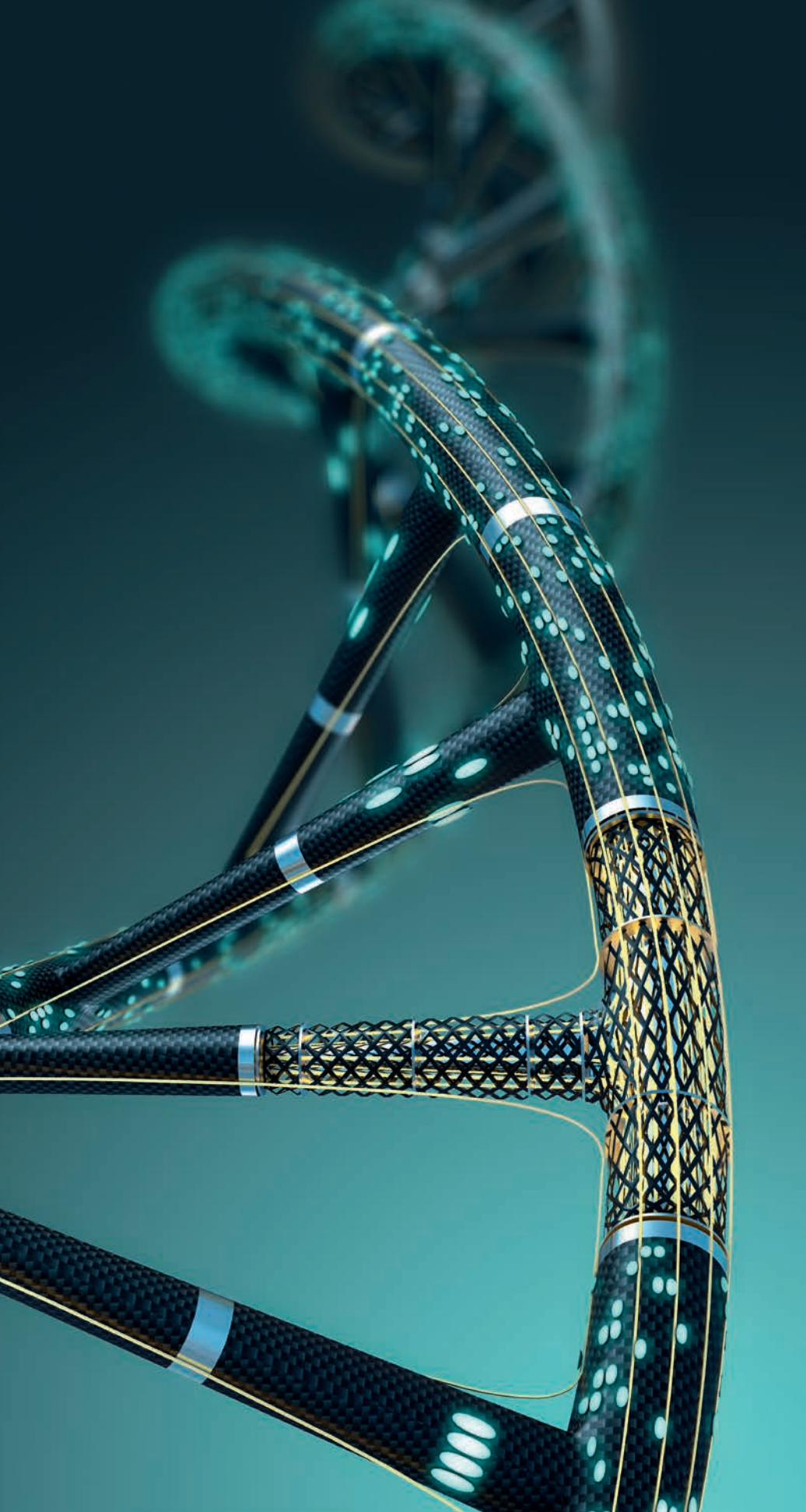
However, on closer examination, personalized medicine means special treatment for individual patients only in exceptional instances, as is the case of some immune therapies. More

## THE BASIS

With some 20,000 genes, the human genome is average in size—some animal species possess more than 50,000.







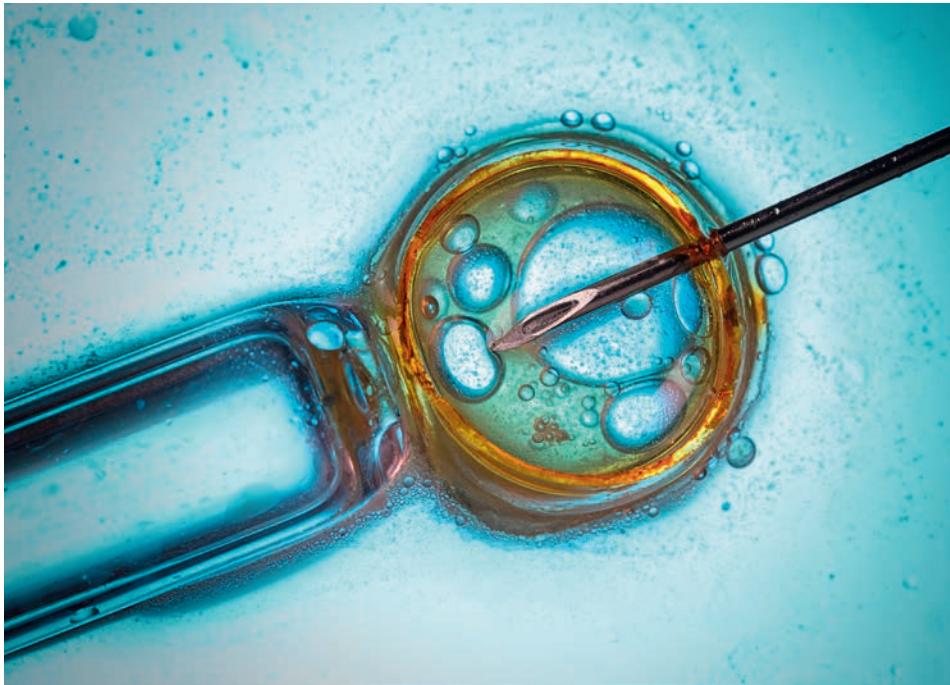
often, patients are assigned to a subgroup, and among the treatments available, receive the one that most closely matches their case; Experts talk here about “stratification.”

In the long term, personalized medicine should in fact lead to cost reductions, according to Friedrich von Bohlen, Managing Director of dievini Hopp Holding, which is one of the companies in the biotech portfolio of SAP founder Dietmar Hopp, who has invested billions in the industry. “First, the latest technologies are constantly lowering the cost of the sequencing of genomes and all the other ‘-omes.’ Second, the pharmaceutical industry has been able to significantly reduce what it spends on developing drugs,” he says.

This is reflected, for example, in the cost of sequencing a single human genome—an indispensable part of personalized therapy. While the first project on sequencing human genomes was a mammoth task that required \$2.7 billion and 13 years, the cost has now fallen more than exponentially. Today, commercial online providers can sequence an individual’s genomes for around 1,000 dollars.

In the effort to continue to make such progress, fast, non-invasive diagnostics are just as important as automated laboratory processes. Treatment and diagnostics work in tandem, as a position paper of the Berlin-based Verband forschender Pharmaunternehmen (Association of Researching Pharmaceutical Companies) indicates. Personalized medicine is not an end product but, rather, a process that is primarily based on knowing the characteristics of each patient as much as possible. Before each treatment, blood, tissue, and bone marrow tests must be made.

However, the next-generation diagnostics quickly generate gigantic amounts of data that must be stored and interpreted. That calls



#### THE SOLUTION

In personalized medicine, diagnostics and treatment work in tandem.

not only for modern, automated laboratory equipment, but also for the relevant algorithms and programs to evaluate test results. For this reason, so-called bioinformatics has become a well-established stand-alone branch of computer science, and is becoming increasingly important. “Digitalization thereby changes the physician’s role and the doctor-patient relationship,” said von Bohlen.

Laboratories are becoming computer laboratories. Medicine, biology, and computing converge. Big Data applications become more and more important—not only in the treatment itself, but also in the development of new drugs. In the future, according to von Bohlen, “with a few clearly profiled patients, the efficacy, safety, and benefits of drug candidates can be demonstrated in small, shorter-term studies with greater chances of success.” He says this will significantly reduce the cost of drug development, which amounts to more than two billion euros per new drug today. As of September 2019, more than 70 active ingredients have been approved for personalized medicine in Germany, and in the USA, there are over 100.

It is well known that drugs do not to have the same effect on all people, says Hans Lehrach. A former director of the Max Planck Institute for Molecular Genetics, he played a key role in the Human Genome Project and has founded more than a half-dozen biotech

companies. In Lehrach’s opinion, the medicine of the future must no longer work according to a principle of one size fits all, but instead, take a much closer look at diseases. Tumors, for example, can have very different mutations, which means diseases that appear similar, such as breast or colon cancer, would require different drugs for different patients. These drugs also influence metabolic processes that can differ from person to person. According to Lehrach, even large clinical studies can only marginally predict a drug’s success in individual cases. After all, the studies represent an average of hundreds, if not thousands, of people. “It’s as if someone said, ‘Your left arm is broken but we’ll put a cast on the right one because clinical studies indicate that more right arms are put in casts,’” said Lehrach. Through the Future Health Initiative,

which he founded, Lehrach is dedicated to developing a “digital twin.” The theory is that a patient is also a databank consisting of gigabytes of information about their individual health history, their own genome, and any metabolic anomalies. The digital twin represents a real person and can be used as a virtual guinea pig if desired. Before prescribing the real person drugs, the physician can test different treatments on the computer twin.

When one day, digital copies exist for millions of people, clinical studies can be carried out on an army of virtual patients without any harm to real people. Perhaps the package insert, which warns of possible side effects, will no longer be required—because the way every single organism reacts to an active ingredient will already be known. ■

**With over 1,100 exhibitors and more than 35,000 visitors, analytica is the world’s leading trade fair for laboratory technology, analytics, and biotechnology. “The industry is preoccupied with the megatrends of digitalization and interconnectivity,” says analytica Exhibition Director Susanne Grödl. “That is why we are expanding the Digital Transformation Forum both in terms of area and content.” In addition to keynotes, there will be a special show in Hall B2, in which companies can give live presentations on their concepts for digital transformation. Additional highlight: With a VR headset, today’s analytica visitors can experience the smart lab of tomorrow. The analytica conference, which takes place at the same time, interconnects industry and science on the highest level. [www.analytica.de/en/](http://www.analytica.de/en/)**



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# YES, WE CAN!



## 1. REQUEST

To get Barack Obama to speak at Bits & Pretzels, the three hosts needed lots of patience—it took two years to progress from the initial e-mail to his appearance.



## 2. PREPARATION

The trade fair service center was responsible for the planning and procedure. And the police and secret service were also involved.



## 3. ADMISSION

At over 20 gates, the visitors and their bags were inspected.



## 4. CATERING

To boost everyone's energy level, there was a small breakfast with coffee, muffins, and pretzels—5,000 of them.



## 5. SECURITY

Over 100 security officers were on site. A trained dog searched the stage for explosives in advance.



## 6. ESCORT

A motorcade escorted Barack Obama from the hotel to the event. No privileged behavior and no special wishes.





To be successful, founders must believe in themselves. A message that Barack Obama can convey like virtually no other. The former president of the United States was a speaker at the opening of Bits & Pretzels, the founders conference. A prominent visitor to Munich, which meant rigorous precautionary security measures and plenty of planning. The protocol of a major event.



#### 7. STAGE

The speaker and moderators stood on a stage measuring nearly 1,000 feet—the same size as a badminton court.



#### 8. SCREEN

With a total area of more than 5,000 square feet, all those in attendance could easily see Barack Obama on the screens.



#### 9. AUDIENCE

All 8,000 chairs in the hall were occupied. The same number of smartphone flashes erupted upon Obama's entrance.



#### 10. THE HALL GLOWS

Alongside trade fair head Klaus Dittrich, many celebrities sat together in front of the stage. Among them were Dorothee Bär, Jan Böhmermann, and Joko Winterscheidt.



#### 11. DEPARTURE

After the opening, Obama went directly to the airport. He didn't go to Oktoberfest. The reason: The secret service became "nervous" at the thought of allowing him to celebrate with thousands of people in a tent.



# “WE BRING TOGETHER DECISION-MAKERS FROM ACROSS AFRICA”

BY VICKI SUSSENS | PHOTOS: TRADE PROJECTS

Suzette Scheepers, head of Messe München South Africa, explains how trade fairs can bring international business together with African players

MM | How developed is the SA trade fair market?

**SUZETTE SCHEEPERS** | Trade fairs are increasingly seen as the marketing platforms with the greatest impact in South Africa—particularly in niche sectors where solutions need to be demonstrated, and where one-on-one B2B meeting opportunities are available. However, trade fairs here typically draw smaller, market-focused crowds than their counterparts in North America and Europe. This is due to smaller populations and vast geographic areas for delegates to cover in order to attend.

MM | Yes, Africa is huge!

**SCHEEPERS** | That’s why trade fairs are effective. Travel across Africa can be costly, complex, and time-consuming, and securing meetings with the right decision-makers, challenging. We bring together decision-makers from across Africa under one roof so foreign players can access them directly—in an environment conducive to business discussions. Don’t forget, networking and building relationships play a crucial role in business cultures in Africa.

MM | What do participation figures tell you about market growth?

**SCHEEPERS** | We’ve seen an increase both in international exhibitors and pan-African visitors. This indicates growing international interest in expansion into the pan-African market; while at the same time, pan-African stakeholders are seeking out the most advanced solutions to address their challenges.

MM | Let’s look at those challenges. How do you address them?

**SCHEEPERS** | All our trade fairs—Air Cargo Africa, analytica Lab Africa, food & drink technology Africa, IFAT Africa and bauma CONEXPO AFRICA—are in key growth areas. For example, with a fast-growing population of 1.2 billion expected to double by 2050, pan-Africa plans to invest heavily in infrastructure development. This includes urban development, communications infrastructure, industrial development parks, pan-African logistics corridors, water and waste management infrastructure, and power infrastructure. The continent’s decision-makers often face budget constraints, however, therefore, they are keen to explore advanced new

## SUZETTE SCHEEPERS

What does she find most exciting? Being able to reach way beyond actual visitors with an extended media and social media campaign.





solutions that can deliver results faster, more efficiently, and more cost effectively.

MM | One major challenge is water management. How is IFAT Africa addressing this?

**SCHEEPERS** | Experts have warned repeatedly of a looming water crisis in South Africa, where over three million people cannot access a clean water supply and 14.1 million do not have safe sanitation. In addition, 56 percent of all wastewater treatment works and 44 percent of water treatment works in South Africa have been categorized as in a poor or critical condition, while 11 percent are described as dysfunctional. Public and private-sector stakeholders alike have expressed deep concern

about this situation and are actively seeking solutions. Elsewhere in Africa, climate change is exacerbating water scarcity, making it increasingly important for countries to treat and manage the available water resources effectively. By bringing together the public and private-sector stakeholders for in-depth knowledge sharing, and by presenting advanced technologies from around the world, IFAT Africa serves to spark debate and help stakeholders find solutions. Many academics, government officials, and private-sector stakeholders attend IFAT with a view to finding solutions.

MM | You had an 83 percent increase in visitors to IFAT Africa 2019. What was behind that?

» ***Advanced technologies allow Africa to leapfrog directly into the Fourth Industrial Revolution.***  
«

**SCHEEPERS** | Our pre-event marketing and social media campaigns raised awareness by focusing on expert opinions around the challenges and solutions; and our conference offered compelling discussions on the water and waste issues. This saw 172 exhibitors from 19 nations and 3,302 visitors from South Africa, Botswana, Cameroon, the Ivory Coast, Mozambique, Swaziland, Tanzania, Tunisia, Zambia, and Zimbabwe participate.

**MM** | A key focus of bauma CONEXPO AFRICA is exchanging information. Why is this so important?

**SCHEEPERS** | Africa has a fast-growing and rapidly urbanizing population. A key challenge is the development of modern, high-density, and low-cost housing, and the infrastructure to support rapid urbanization. With no time to waste in addressing these challenges, stakeholders benefit from high-level knowledge sharing on a platform that allows them to learn from others who have overcome similar challenges, and to discover solutions from around the world.

**MM** | The bauma supporting program includes topics such as smart construction and 3-D-printed excavators. How applicable are such futuristic scenarios for Africa?

**SCHEEPERS** | Africa is particularly interested in adopting advanced technologies that allow it to leapfrog directly into the Fourth Industrial Revolution. In banking and telecommunications, Africa has often led the world in terms of its digital innovations.

**MM** | This year, you held IFAT, food & drink technology Africa and analytica Lab Africa simultaneously. Why?

**SCHEEPERS** | The water and waste, analytics, and food & drink sectors overlap in a number of areas: Analytics is harnessed in the food industry, waste and water management

» *Networking and building relationships play a crucial role in business cultures in Africa.*

«



impacts food production, and analytics is crucial for the waste and water sectors. Post-event surveys at previous food & drink technology Africa and IFAT Africa events found that food & drink technology Africa participants wanted to see more about testing, water, pumps, waste treatment, and recycling, while analytica Lab Africa participants wanted access to new markets across all sectors. The co-location allowed for knowledge sharing and product discovery across the sectors, and proved beneficial to all

three events. It also boosted all three events in terms of exhibitor and visitor numbers. Together, the events occupied 183,000 square feet spread over four halls and an outdoor exhibition area. In total, 385 exhibitors presented their solutions and products to 8,324 visitors across the three shows.

**MM** | So who is Suzette Scheepers? What drives you as a leader?

**SCHEEPERS** | South Africans are typically deeply invested in our nation's development and success. To inspire my team to deliver the best possible outcomes, which ultimately enable economic growth for our country and the continent as a whole, is very gratifying.

**MM** | What excites you about the trade fair industry?

**SCHEEPERS** | This industry—as with all industries—is undergoing dramatic change, driven by digital progress. We are now able to add value for our exhibitors and visitors by using innovative new digital technologies to share information and enrich the exhibition experience. Staying abreast of new trends to constantly improve our exhibitor and visitor experience is an exciting challenge!

**MM** | And your secrets of success?

**SCHEEPERS** | We believe every successful event can be improved upon next time, so we are constantly seeking ways to innovate to deliver even more value. With our extended media and social media campaign for each event, we are able to extend reach well beyond actual visitors. We have also accumulated valuable experience from Germany, China, and India in the organization and staging of trade fairs. Last, but not least, we are a small but efficient team! We work closely with a network of partners and specialists, and in our region, we are well known for our personal support and attention to detail. ■

## ADDRESSING AFRICA'S CHALLENGES—OUR SOUTH AFRICAN TRADE FAIR PORTFOLIO

**Air Cargo Africa**—the mega event for Africa's air cargo industry.

**analytica Lab Africa**—the only trade fair for laboratory technology, analysis, biotechnology and diagnostics in South Africa.

**food & drink technology Africa**—a biennial trade fair and forum held in Johannesburg, and the third successful offset of drinktec.

**IFAT Africa**—a comprehensive expo and forum focusing on the water, sewage, refuse and recycling industries.

**bauma CONEXPO AFRICA**—a comprehensive triannual trade fair for the construction and mining industry in Africa.

# THE BUILDER

BY PETRA KRATZERT | PHOTO: DIRK BRUNIECKI



Mirko Arend has the construction industry in his genes. He would have been a third-generation building contractor if he hadn't preferred to find out how to predict the future. Today, he uses that knowledge in his job as head of the BAU network at Messe München.

Simply fascinated by election predictions that are “incredibly close” to the actual results, Arend studied business administration/marketing with a major in statistics. His first job was in classical market research. For the GfK market research institute in Nuremberg, he was primarily involved in international markets. He calculated the business plan for DHL and learned how serious the impact from missing the planning mark by three percent could be.

But the construction industry did end up becoming his destiny. He couldn't have predicted that. After stations in market research and new business development at Messe München, he became the director of BAU, the world's leading trade show for architecture, materials, and systems, in 2010. “I knew the industry and what it involved from family businesses. That was a good initial foundation. The second foundation has always been the experienced BAU project team,” said Arend.

That is why he has set aside neither his analytical genius nor the will to drive things forward. In a certain sense, Arend tested himself in the trade show business before he started to juggle with the future again. “China is the world's largest construction market: it has twice the volume of the USA,” he explained. Together with his trade show team and the customers of BAU, he tested the market's potential with a smaller format

**MIRKO AREND**  
“We must always maintain a slight lead over the industry.”

between 2014 and 2016: a conference with an accompanying exhibition in Beijing. “It was ‘standing room only’ during the talks and the exhibitors were literally overwhelmed.” The successful first step and its further development, the purchase of FENESTRATION China (turning it into FENESTRATION BAU China), have now become BAU China. The annual trade show rotates between Beijing and Shanghai.

Detecting international markets is one thing, but accompanying the industry and shaping the future of construction is another: “We have to constantly reinvent ourselves without jeopardizing our foundation. That means always maintaining a slight lead over the industry in order to integrate ideas into the trade shows early on,” said Arend. The construction industry is facing the challenge of finding its own way in an environment affected by the megatrends of sustainability, urbanization, and digitalization. Complex projects must be implemented with as much environmental compatibility as possible. One thing above all helps: Smart IT and automation at the interfaces of planning, building,

and maintaining real estate. At BAU 2019 in Munich, construction IT filled one hall and in February 2020, construction software will have its very own event in Cologne called “digitalBAU”—a joint effort between Messe München and the Bundesverband Bausoftware, the German association of construction software providers. It will take place in the years between BAU, which is held every two years. Construction IT needs shorter cycles for exchanging information and a rather unconventional, agile event concept. Therefore, the exhibition is designed like a digital data highway. “We view it as a well-prepared experiment. In the digital era, how must trade shows develop so they function as platforms?” Arend asked himself with a gesture of puzzlement. He has no answer, at least not yet. ■

## THE FUTURE OF BUILDING

is beginning in Cologne: The first digital-BAU will take place from February 11–13, 2020 on the trade fair grounds there.





# IT'S HIGH *TIME*

BY KATARINA BARIĆ |  
PHOTO: DIRK BRUNIECKI



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Global warming and environmental pollution threatens human existence. The world is seeking solutions. And the IFAT network presents them. Exhibition Group Director Christian Rocke provides insight into the booming environmental technology sector—and explains why he no longer uses the word “trash.”

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»  
***We can save the world. But only via an interplay between humans and technology.***  
«

One sheet of paper seldom says a lot about a person. But in Christian Rocke's case, it does. He has many things posted on the whiteboard behind his desk, including a note with just one sentence: "Do shit that matters." The 41-year-old doesn't really need a reminder to do something meaningful. After all, the issue of environmental protection is an affair of the heart for Rocke. You realize that in his welcoming words: "Did you drive here?" No, I used the subway. "Very good, you've passed the test."

Rocke's first choice is also public transport; He rarely drives a car. "Ever since I've been in this position with IFAT, my environmental awareness has definitely changed," he says. In 2015, he became the exhibition group director of the world's leading trade fair for water, sewage, waste, and raw materials management. But Rocke's career at Messe München actually began in 2006. Back then, he was in sales and responsible for the automata trade fair. After four years, he switched to project management for productronica.

His current job description encompasses all of the IFAT events around the globe: the world's leading trade fair in Munich and the foreign shows in China, India, South Africa, and Turkey. In China and India in particular, the demand for environmental technology has increased dramatically—the potential there is huge. The trade fair in Shanghai is one of the

largest in the network, second only to IFAT in Munich. Due to the international reputation of IFAT, Rocke receives many requests to add new locations. "Theoretically, we could take the trade fair to every country," he says. "Demand is everywhere. And we are eager to introduce the topic to the entire world." Right now, markets such as South America and Russia are particularly interesting.

Fifty years ago, IFAT had a much smaller radius. When the trade fair was first launched, it was largely targeted at municipalities. It was where city and community representatives could learn about garbage disposal and water treatment technologies. That has changed. "More and more industrial companies are coming to IFAT now," said Rocke. "That shows that awareness of the subject has grown." By using environmental technologies, manufacturing companies make an important contribution to ecology and society. They themselves benefit as well, because they can reduce their costs as a result of consuming fewer resources.

"I've been speaking with United Nations representatives a lot recently and they confirm that we have to integrate the private sector, the providers of environmental technology, more thoroughly into the public discourse," explains Rocke. This is where the international IFAT cluster comes into play. It not only takes the necessary technologies and solutions to different countries. IFAT is also a key platform for exchange and knowledge transfer on an international level. The latter is decisive. After all, without knowledge and a higher level of environmental consciousness, the best technologies are of no benefit.

Consumers alone are often given full responsibility for wasting resources and producing too much plastic garbage. If they would only buy, consume, and dispose of goods properly... According to Christian Rocke, that is only half the picture. "I think we can only be successful via an interplay between

humans and technology. Of course everyone should act sustainably as possible. But state structures, taxation, and incentives are also necessary. The environmental technologies must step in where we can't find a solution. Accordingly, we need to invest in environmental technologies and continuously develop them further."

And for a long time, they have been ready to solve many of our problems. For example, water treatment plants can filter traces of drugs or microplastics out of wastewater. Today's environmental technologies are already making a major contribution to saving the world. Rocke is convinced that we can win the battle: "However, we must act together and, above all, quickly."

From old to new: In the spirit of sustainability, we also need a well-functioning recycling economy. The "circle economy" will be a key focal area of IFAT 2020. "Basically, the resources that are available now are sufficient," said Rocke. "We don't have to extract anything else from the Earth." Indeed, we are all living beyond our means when it comes to the consumption of water, land, wood, and clean air. To cover global demand for 2019, the Global Footprint Network says that 1.75 Earths would be necessary. That is why we should no longer use up raw materials linearly, but must switch to a loop of treatment and recycling.

This is also the reason why nobody in the industry uses the word "trash" any more. The things that we throw away every day are actually our most important source of raw materials. The goal is to use clever packaging design and new technologies to separate individual materials from each other and to treat the separated materials such that they can be used in new products. It would be possible to recycle plastics so they have the same quality they had in their original state, for example. After all, plastic is not an intrinsically bad material. The idea of using it only once is bad. ■

#### ALL FOR ONE

**IFAT is the world's leading trade fair for water, sewage, waste, and raw materials management. In 2018 more than 140,000 visitors from 162 countries and regions come to Munich. The next trade show in Munich: May 4–8, 2020. For additional dates, see the 2020 Dates supplement**

#### WITH THE UTMOST CONVICTION

Christian Rocke, 41, has been the exhibition group director of the IFAT cluster since 2015. Environmental protection is an affair of the heart for him. This is why he, his wife, and even their five-year-old son also focus on minimizing their ecological footprint in their daily lives.

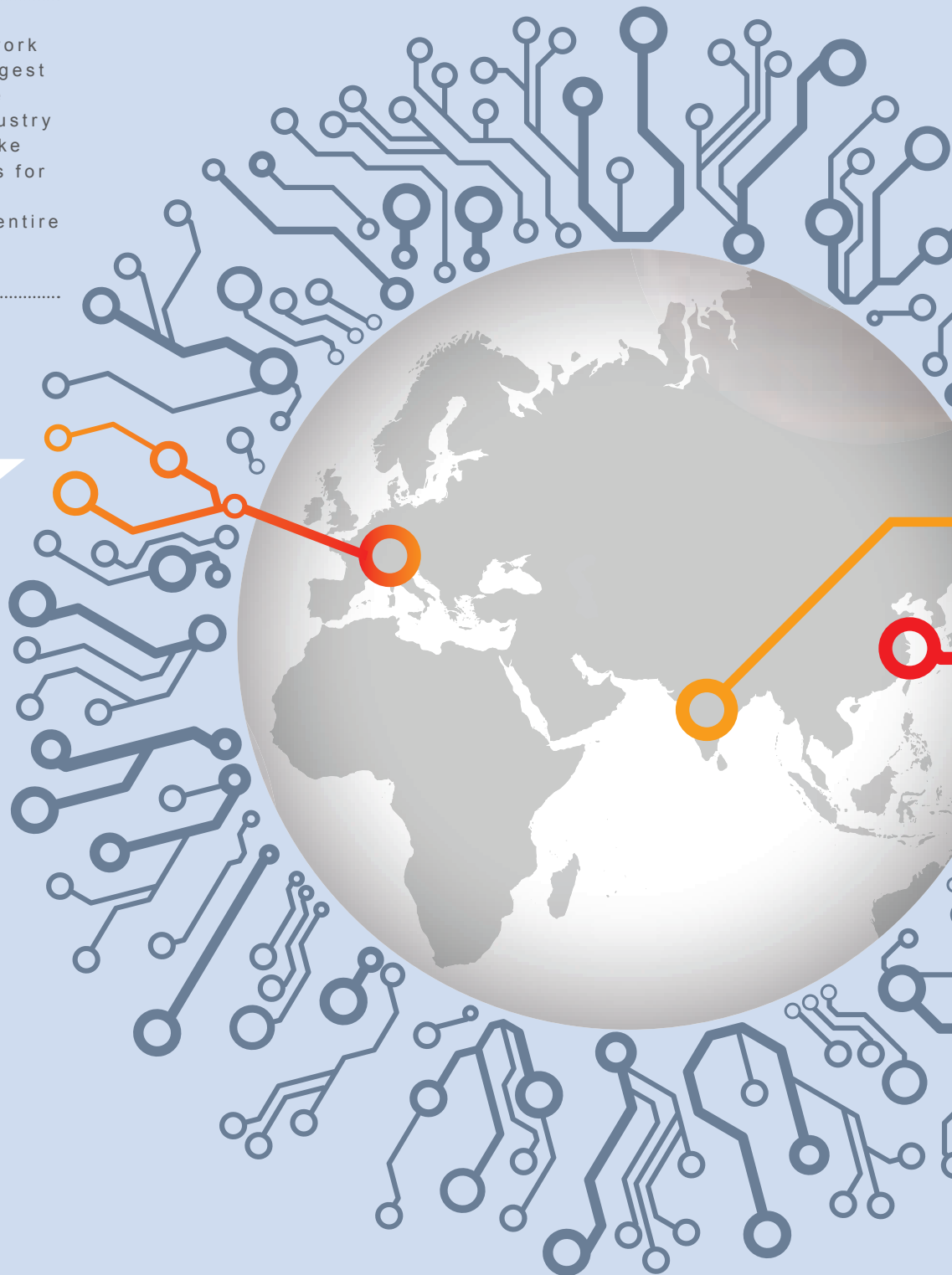


# GLOBAL ELECTRONICS NETWORK

The global electronics network is one of the oldest and largest trade fair clusters at Messe München. It reflects an industry that is driving innovation like no other, generates impetus for numerous application industries, and covers the entire electronics value chain.

## FROM MUNICH TO THE WORLD

It all began in 1964 with electronica, the world's leading trade fair and conference for electronics. From this emerged productronica—the world's leading trade fair for electronics development and production in 1975. LOPEC—the international trade fair and conference for printed electronics—has been part of the Messe München portfolio since 2009. Together, they form the basis of a constantly growing global electronics network.



### A CLOSE EYE ON GROWTH MARKETS

Developed in Germany, adapted and expanded for the growth markets of China and India—this is the formula for success of the electronics network of Messe München. Our international cluster focuses on innovations and trends with topics specific to each country. Precisely tailored to the markets. National. Global.

### A DRIVING FORCE FOR PROGRESS

From autonomous driving and intelligent power grids to smart sports shoes: Electronics forms the technical basis for countless applications that are part of our everyday lives today—and in the future. As the basis for digitalization, it makes a networked world possible and is also a driver of innovation for future technologies.



**electronica**

Munich,  
November 10th–13th, 2020



**electronica China**

Shanghai,  
March 18th–20th, 2020



**electronica India**

Bengaluru,  
September 23rd–25th, 2020

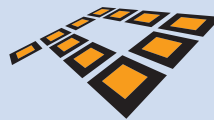


Bengaluru,  
September 23rd–25th, 2020



**electronicAsia**  
國際電子組件及生產技術展

Hong Kong,  
October 13th–16th, 2020



**productronica**

Munich,  
November 16th–19th, 2021



**productronica China**

Shanghai,  
March 18th–20th, 2020



**productronica India**

Bengaluru,  
September 23rd–25th, 2020



Munich,  
March 24th–26th, 2020



Shenzhen, China,  
November 3rd–5th, 2020



Munich,  
November 10th–13th, 2020



# TRADE FAIR HIGHLIGHTS



## PROUD HOSTS

Andreas Bruckschlögl, Felix Haas, and Bernd Storm with their star guest, Barack Obama. He received lederhosen as a present and wants to show them to his wife, Michelle.



## BITS & PRETZELS

The founder festival, in which Messe München also participates, turns Munich into the international start-up capital for three days. On September 29 and 30, over 5,000 attendees met at the ICM—Internationales Congress Center München. The finale on October 1 was held in the Schottenhamel tent at Oktoberfest. Over 100 speakers on seven stages shared their ideas with the audience. Former US president Barack Obama gave the keynote. Chairs were arranged in Hall C1 especially for the speech. Obama spoke about optimism, responsibility—and diversity as an important driver of excellence. He encouraged founders to help shape the future with their visions. And emphasized that society would also benefit economically from investments in young people and their education. Alongside actor and entrepreneur Jessica Alba, who shared business tips, Drew Houston, the founder and CEO of Dropbox, and Reid Hoffman, the co-founder of LinkedIn, also gave speeches.

## REGULAR GUESTS

Familiar faces were not only on stage but in the audience as well. Jan Böhmermann, who was on stage as a speaker last year, and Joko Winterscheidt were among those in the first row.



## OUTDOOR BY ISPO

In 2019, Messe München hosted OutDoor by ISPO, Europe's largest outdoor trade fair, for the first time. The trade fair was formerly held in Friedrichshafen. As a supplement to the annual trade show, OutDoor by ISPO offers a year-round international, cross-media platform for the entire outdoor community.



## UPWARD

Bouldering, climbing without ropes at heights of up to 20 feet, is trendy. The indoor climbing hub in Hall A6 offered visitors a chance to test the right new equipment.



## EXPO REAL

Regardless of the weakening business cycle, the 2019 EXPO REAL was bigger and more international than ever before. It attracted 2,190 exhibitors from 45 countries and over 46,000 attendees from 76 countries. The real estate sector continues to have a positive outlook. Professor Gabriel Felbermayr, President of the German Economic Institute, said: "We are in a recession, but it is not the kind we need to be afraid of." The real estate sector is one of the few industries that benefits from uncertainty. Technology companies, which are intensely involved with innovations as a means of simplifying processes and presenting new market solutions, are one of the trade show's growth drivers.

**ROOM FOR IDEAS** The new NOVA3 hall is entirely dedicated to innovation.



## CONNECTING WOMEN

Networking is the core business of Messe München. It is not only a matter of connecting supply and demand, but most importantly, connecting people and ideas. The "Frauen verbinden" (Connecting Women) business network is an important component. Since 2015, the network has continuously grown to encompass around 600 members today. In autumn 2019, the locations Berlin and Hamburg were added.

## WOMEN WHO CONNECT

The founders Monika Dech (left) and Margit Dittrich at the kick-off event in Hamburg.

## ELECTRONICA INDIA

electronica India is India's leading trade fair for electronic components, systems, applications, and solutions. It has taken place every year since 2000, parallel to productronica India, IPCA Expo, and Smart Cards Expo.



## GIGANTIC

From medicine to military technology: electronica India covers it all.



## RIGHT IN THE MIDDLE

A strong team led by CEO Klaus Dittrich (above) promoted Messe München and its subsidiary Messe Muenchen Shanghai in China.



## CIIE

A highlight of the 2019 Messe München Shanghai was its appearance at the China International Import Expo (CIIE) from November 5–10. The Chinese subsidiary presented its unique success story on its own exhibition floor and showed how companies have been able to use the Messe München portfolio as a springboard for the initiatives around the "One Belt, One Road" campaign.



## DIGITAL



## TALENT MANAGEMENT



### SECURE TRANSFORMATION

Connecting mutual interests: The digital transformation can only function if cybersecurity is developed in parallel. The renowned “Digital Transformer of the Year” (DTOY) award will move from Berlin to Munich for the first time. It will be presented as part of Command Control, the European cybersecurity summit, on March 4. The award goes to companies that have successfully completed a special digital transformation. Due to its high level of relevance, there are also two new award categories in the field of cybersecurity. Companies with an outstanding cyberresilience are in demand. And there is a personality award for the best CISO & CDO team. “Best practice sharing is in Command Control’s genes—in that sense, the DTOY format is a perfect match with us. At the interactive event, visitors directly benefit from the award-winners’ knowledge and can network with digital pioneers,” said Katharina Keupp, Command Control director.

### GROW BEYOND YOUR HORIZON

Companies are having an increasingly hard time finding good employees. Qualified specialists are scarce everywhere, and the competition is tough. The solution: look in-house. Talent management is no longer a trend. Instead, it is a necessity that creates a competitive advantage at the same time. Companies that identify, support, and retain talent among their own employees will be able to control employee quality in the company according to need and for the long term. “Grow Beyond Your Horizon” is Messe München’s new international talent program. Surpassing oneself, expanding one’s own horizons, and developing into global networkers—this is what the high-potential initiative promises participants. The talent program’s “top 20” can decide among a range of offers: from individual coaching, interdisciplinary project work, and exchanges with other professionals or social projects as even a mandatory module to working abroad at a company subsidiary. “Being successful means something different to each participant. A career can have a vertical or horizontal trajectory, and in-depth special knowledge is also part of the program. However, the most important thing will always be for employees to commit to progress so they can write their own success stories,” said Bettina Merkle, head of HR Development.

#### “HIGH POTENTIALS”: THE TOP 20 HAVE BEEN CHOSEN

The High Potential Program is 18 months long and kicked off in October this year. Twenty talents around the globe, including from China and India, were selected to participate in a multistage process. Photo: The Top 20 with the project team, Messe München CEO Klaus Dittrich (center), HR Development head Bettina Merkle (3rd from right), and Executive Director Human Resources Jennifer Hader (1st from right).

## INTERCULTURAL MANAGEMENT


MESSE GENES  
FOR BRAZIL

**G**ermany is the historical cradle of the trade fair. Around two-thirds of all global industry trade fairs take place here. No wonder that German expertise is in great demand around the world—and the demand is on an upswing. Messe München is represented in more than 100 countries and, alongside those in Europe, has subsidiaries in Asia, Africa, and South America. Our most recent addition is Messe Muenchen Brazil, headquartered in São Paulo. “When it comes to the topics and industries of our international leading trade fairs, we see a great deal of potential for the subsidiary’s own events, particularly in the field of capital and industrial goods,” said Katharina Schlegel, the interim CEO in São Paulo (left in photo with white helmet). For example, the local team has already developed its first trade fairs in the construction machinery and beverage industries. Normally located in Munich, Schlegel has been on location since February to help the subsidiary on its way to success. Schlegel previously headed the business in India for 2.5 years. She knows what to do: “Bring Messe München’s genes to Brazil.”

## START-UP


TECH PIONEER IN  
AFRICA

**F**atoumata Bâ from Senegal founded Amazon Africa in the Ivory Coast. With her sales platform Jumia, she is now active in 14 countries on the continent and 80,000 companies use it to sell their goods. From her early childhood, technology has been Fatoumata Bâ’s passion. She was only eight when she hacked her father’s laptop. Today, she is considered Africa’s tech pioneer. With her second project, the tech platform Janngo, she supports start-ups and promotes the causes of education and better professional opportunities for women in Africa. She wants to move global investors to put money into African start-ups and rely more on founders’ abilities. Recently, she talked about that at Europe’s largest founder festival: Bits & Pretzels in Munich. Messe München has held shares in the event since 2018. Bâ herself is the best example of the fact that it pays to invest in the African start-up scene.

## EVENTS



## NEW WORLDS

**E**ach event is a world in and of itself—this is the new customer promise of the “Creating New Worlds” campaign of the locations of Messe München. Whether large or small, the locations provide rooms, floor space, and halls for events with up to 100,000 participants. “If an event has a growth spurt or changes at short notice, we can provide a new spatial concept where others might regretfully shake their heads,” said Christine von Breitenbuch, head of the Sales Department for the locations of Messe München. Distributed among four locations, the leasable area amounts to around 2.8 million square feet and is suitable for all kinds of events: from classical trade fairs, stakeholder events, conferences to meetings and live events. “With our wide variety of spaces and services, we aim to create unique experiences that bring our customers sustainable business success.”





# CREATING NEW WORLDS

Think big, even if you are planning only a small event. No matter which vision you have for your event, this is where you can turn it into reality: at the locations of Messe München. Let us create experiences together that open up new possibilities for you.



[messe-muenchen.de/locations](https://messe-muenchen.de/locations)

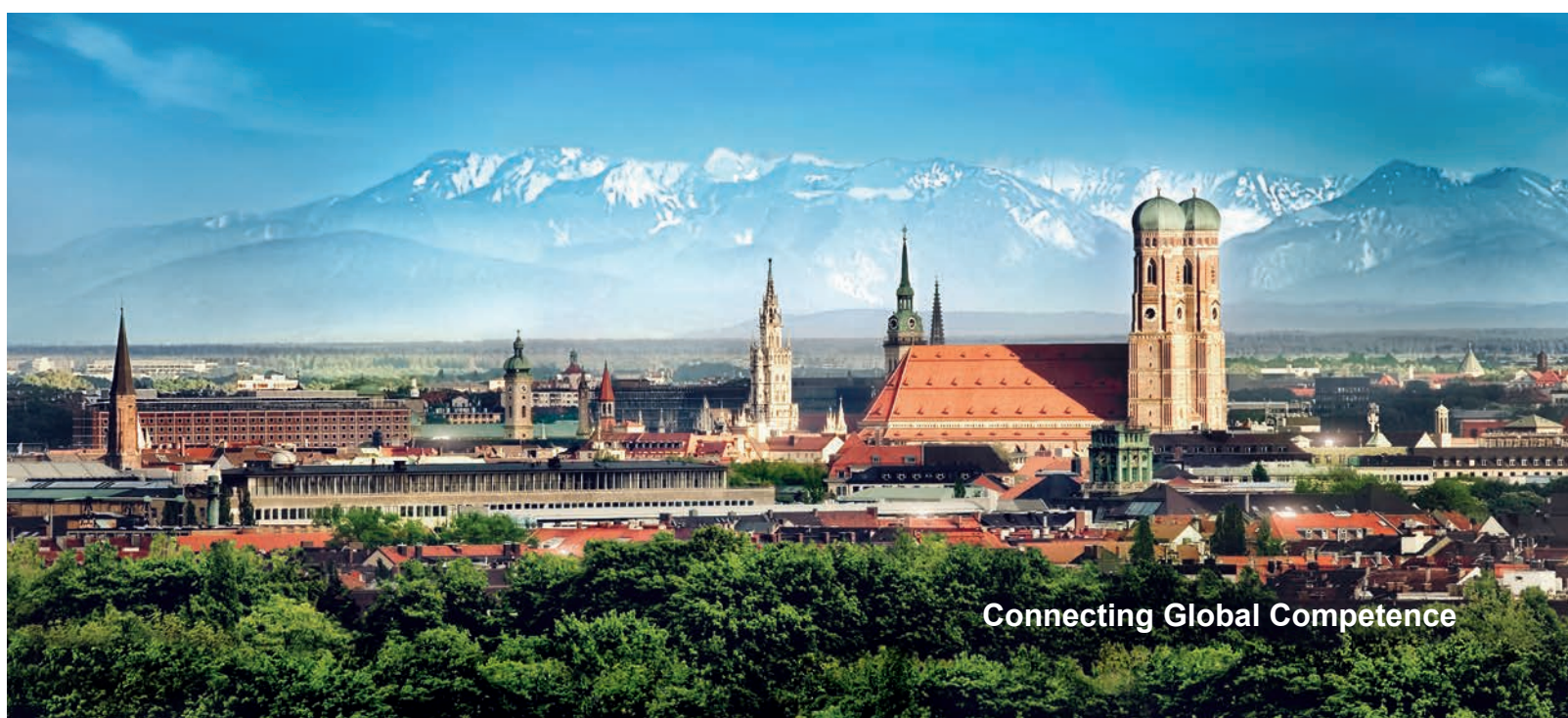




Messe München



Fotocredit: © Bert Wille/Bits & Pretzels 2019



Connecting Global Competence



# TIME OUT

Messe München is at home everywhere in the world. Colleagues from around the globe reveal their insider tips.

## DISCOVERING VIENNA WITH STEFAN RESCHKE



**Stefan Reschke**  
Managing Director  
MAYA International,  
Messe München  
Foreign Representation,  
Vienna



### 1 | Insider tip

#### VINEYARDS

Vienna without wine? Impossible! The most beautiful vineyards are on the outskirts of the city and in the surrounding area. I grab my mountain bike and speed from one wine tavern to the next. You can rent bikes of all kinds in Vienna in many places, from the Copa Cagrana to the Viennese Forest.

### 2 | My favorite product

#### SAUSAGE STAND

Vienna is worth a trip for its many delicious dishes alone: Wiener schnitzel, the pastries, the perfect Tafelspitz, goulash, confectionery..., but the most important thing is the sausage stand. Everybody has their own favorites, and when you visit the city, you'll have to order "a Eitrige mit an G'schissenen, an Buggl, und an 16er-Blech."

### 3 | My app recommendation

#### KOMOOT OR VIVINO

One is not enough, but these two are really helpful: Komoot for bike/hiking tours and Vivino to learn about wine, to rate it, and to share it with other connoisseurs and amateur sommeliers.



We call it trade fair.  
Our exhibitors say:

# #WORLDSTAGE

**Space for ideas. Place for business.**

Where the world experiences success:

[auma.de/ExhibitionSuccess](http://auma.de/ExhibitionSuccess)



**MESSEN  
MADE  
IN GERMANY**  
ERFOLG. ERLEBEN.





## I used to be an airplane

This keychain or bag tag has an exciting past life: For ten years it has been part of the aluminium skin of a Lufthansa Airbus A340-600. Aviationtag has transformed the decommissioned aircraft into 35,000 exclusive design objects for the Lufthansa Upcycling Collection. A must-have for all aviation enthusiasts. Learn more about the collection at [worldshop.eu/upcycling](https://worldshop.eu/upcycling)



[worldshop.eu](https://worldshop.eu)

**World  
Shop**

