

Introducing Martin Jetter, the new face of Emhart Glass

Only six months into his new role, the latest president of this prominent supplier of glassmaking equipment is providing fresh vision for the company. *Glass International* meets him.

Martin Jetter, 50, became president of Emhart Glass on January 1 this year. He is based in the company's lean and efficient head office at Cham in Switzerland, and is already introducing major changes to this long-established multinational supplier of a wide range of glass production and inspection machines and of supporting systems and parts.

Mr Jetter has an extensive background in automation systems. He joined Emhart Glass in October 2005 from his role as chief executive of Jetter AG, working with the then-president of Emhart Glass Dr Kurt Siegenthaler until Dr Siegenthaler retired on December 31.

Jetter AG, based in Germany, specialises in automation and control systems. Since February 2005, Emhart Glass' parent group Bucher Industries has held a 20% stake in the company. "Emhart Glass had outsourced its controls business to Jetter AG in 2002," Mr Jetter says.

"As a result, I learned a lot about the Emhart Glass business. I took over from Dr Siegenthaler in January but had been working alongside him for three months before." Mr Jetter's background in production automation has given him an insight into many different industries.

He holds a master's degree in electrical engineering from the University of Co-operative Education at Stuttgart in Germany. Mr Jetter founded Jetter AG in 1980 and developed the company as a specialist in motive power and control engineering.

Jetter AG's strong technology partnership with Emhart Glass resulted in major advances in Emhart Glass' forming machinery, introducing servo-electric drives. Mr Jetter retains strategic planning responsibilities for Jetter AG but is no longer responsible for operational duties there.

"I recognise the similarities between glass and other materials when it comes to automating processes," Mr Jetter says. "We are mainly involved in automating the forming process in glassmaking and the

automating technologies are familiar to me. The trend in glassmaking is to automate using servo-electric motors."

Emhart Glass' management group has recently completed its definition of the company's mission. "We want to work with glassmakers to make glass the dominant packaging material with ecologically-beneficial production enabled by Emhart Glass machines and systems," Mr Jetter says. "We love glass.

"We want to support glassmakers in their quest to make glass the dominant packaging material through providing automated solutions. We want to be a solutions provider rather than just a machine builder, and to provide everything necessary with the customer as our focus."

Broad vision

Mr Jetter's vision is very broad. "We are responsible for making projects successful, and you need to define the correct specification of product before the glassmaker buys the machines," he says. "We can help clients to model their production, manufacturing and quality control requirements; help them set up their production lines; and to analyse and improve their production."

Change has already started in what equipment Emhart Glass will offer its clients in the future. On July 1, all Emhart Glass' forehearth, distributor and associated subsystem technology was transferred to the German-based melting and conditioning systems specialist Nikolaus Sorg. Sorg will now offer, supply and support all Emhart Glass' conditioning products.

The development of new combustion systems, advanced control systems and the introduction of the 240 and 340 forehearth and distributor systems alongside the proven 540 systems had revitalised the Emhart Glass forehearth business since

2001. Emhart Glass wanted to ensure the continued success of these systems.

As the company built on its successes in the NIS forming and Veritas inspection markets, it did not want to lose the momentum in the forehearth business and so decided to partner with Sorg to ensure continued customer satisfaction and support while ensuring the long-term future for its forehearth and distributor products. Emhart Glass believes Sorg has the appropriate infrastructure, coupled with an excellent reputation in the melting and conditioning fields.

Sorg now has full responsibility for the Emhart Glass 540, 340, 240 and 640 conditioning systems from quotation through to commissioning. Other than changes associated with normal product development, the design of these systems will remain unaltered by the agreement. Access to

wider engineering facilities and additional Sorg forehearth products such as the ST series will increase the success of the 340 and 240 ranges.

Emhart Glass sales offices will promote actively the 540, 240 and 340 products and in conjunction with the existing Sorg sales network will provide unprecedented global customer support. Andrew Purvis of Emhart Glass will continue to spearhead forehearth sales and service in the Americas, while sales and support for Emhart Glass conditioning products will be led within Sorg by John McMinn.

"This move was made because our forehearths business was a relatively small unit," Mr Jetter says. "This co-operation will improve customer service and customer focus. We decided to work closely with Sorg and will work through them on forehearth projects. Clients will still be able to get the same technology solutions, they can still buy Emhart Glass forehearths, but Sorg will build, install and service them."

Emhart Glass has also created a new initiative in its cold end inspection business to develop a strategic business unit. Joseph F Laundry has been appointed to the new position of vice-president, cold end, as part of a reorganisation led by Mr Jetter. "The goal of this move is to allow



▲ Martin Jetter.

our cold end business to become more responsive to market needs and to accelerate its growth," Mr Jetter says. "This strategic initiative will help our company take full advantage of the special expertise we have in this important area and will allow us to give added focus to the new Veritas series as well as provide full support for the broad spectrum of cold end inspection products we offer."

Mr Jetter believes very strongly that the glass industry should come together to face the common enemy: PET. "If we agree that PET is our biggest competitor, then we can fight against it," he says. "The glass industry can improve dramatically if it can get away from regarding other glassmakers as big competition; the big competition is PET.

"One of my aims is to get glassmakers and industry suppliers to stand together. Emhart Glass is happy to co-operate with any competitor. We need to find ways to grow in a non-growing market; we are in a good position to grow against PET."

One way that glass containers can compete better with PET is through better and innovative production. "Emhart Glass has been working on a new thermal strengthening system to help ensure the future of glass container production," Mr Jetter says. "The project aims to help glass containers regain market share from PET."

Thermal strengthening (tempering) has been known in the flat glass market for 80

years. It was thought that its application to glass containers was not possible, and the process requires the highest precision control and regulation technology.

Emhart Glass aims to realise thermal strengthening in the glass forming machine without additional equipment. "We will adapt our servo-electric NIS forming machine to the new process and we will develop inspection machines for thermally strengthened glass," Mr Jetter says.

Mr Jetter believes very strongly in the people at Emhart Glass. "Our biggest strengths are our people," he says. "The expertise and experience in the company is based on more than 80 years in the IS machine business and our technology leadership is unique; we have built and serviced thousands of lines."



▲ Joseph F. Laundry.

Leadership

A second major strength for Emhart Glass, according to Mr Jetter, is its undisputed

technological leadership. "We have leading edge products in NIS, Veritas and so on. We also have global strengths in our coverage of the market."

Mr Jetter also brings his own strengths and experience into Emhart Glass, from 25 years in the automation and electronics business. "I bring good experience especially in technology and automation," he says. "Our strategy is that electronics and automation become key success factors in every glass machine and glass production

line. It is difficult for machine builders to keep up with the rapid developments in electronics and automation, and that was one reason why Emhart Glass decided to outsource that aspect of its business in 2002." Mr Jetter says the success of Emhart Glass' FlexIS process control system is based on close co-operation between the machine builder and the process automation provider.

"Emhart Glass is already competitive," Mr Jetter says. "It is the market leader, it is global, it has the biggest research and development resources. But we need to be fast."

Time to market is critical in the supply of machinery. "We need to be fast, dynamic and customer orientated," he says. "This is what we will work on, to lead the market with our speed of innovation."

Mr Jetter has a personal motto: Do what the customer wants, but do it fast. "Resources alone are not the focus; it is that resources should do the right thing," he says. Research and development at Emhart Glass has been restructured to strengthen this. "I believe in teamwork," Mr Jetter says. "No one single person owns the truth- it needs a team."

Changes are being made to make sure that decisions in the company are team decisions, a move that also helps meet the need for customer focus. "I see myself more as a coach," Mr Jetter says. "I am there to put the team in the right position to use their strengths. This is modern leadership; the right people in the right team in the right place." ■

Emhart Glass products

Container forming

- with 4-20 sections
- IS machines: traditional pneumatic forming machines - single gob; 5¹/₂" double gob; 85mm triple gob; 4¹/₄" double gob; 6¹/₄" double gob; 4¹/₄" triple gob; 5" double gob; 3" triple gob.
- AIS machines: traditional pneumatic forming machines with parallel mould and blank opening- single gob; 4¹/₄" triple gob; 6¹/₄" double gob.
- NIS machines: the first fully servo electric forming machine- single gob; 6¹/₄" double gob; 5" triple gob; 95mm quadruple gob.

Forming products including valve blocks; blowhead mechanisms; flex pressure system; funnel mechanism; InVertiFlow neck ring cooling; pantographic baffle mechanism; quick change plunger mechanism; servo electric invert; Verti-Flow blank and blow mould cooling system.

Delivery equipment including delivery suspension support system and conversions; Deflector Series 18000, scoops, troughs and deflectors; the 535 servo gob distributor.

Process control systems Flex-Vector drive control and FlexIS Process Control System.

Inspection and quality control systems including Veritas iM multi-station mechanical handler inspector; Veritas iB multi-station finish and base inspector; Veritas iC non-contact sidewall dimensional inspector; Dual Head Gauger; and Squeeze Tester.

Hot end ware handling equipment including cross conveyors; 8000 series main conveyors; push bar stackers; FlexPusher; constant cushion takeout; Servo-Electric Takeout; 178, 478 and 878 ware transfer.

Cold end ware handling systems including bottle orienters; by-pass conveyors; two wheel bottle spacers; ware transporters.

Parts including IS machine consumables; repair parts; mechanisms; Emhart Powers parts and so on. Emhart Glass is the leading supplier of premium quality parts to the glass container industry.

Premium refractory products including feeder expendables; feeder tubes; orifice rings; refractory plungers; stirrers; spouts; and rotor segments.