

# Progress



The Jowat Magazine 2|2014

## **CORPORATE HEALTH**

Profitability and well-being

# Editorial

**Dr. Karin Wanzl-Dacho**  
Director Management Systems



Dear Reader,  
welcome to the latest edition of  
our customer magazine “Progress”.

“Health is the most valuable asset.” In our performance-oriented society, this old popular saying is again becoming more and more important. We experience a staggering increase of burnout illnesses and stress symptoms on the one hand, and on the other the “War for Talents”, combined with a clearly felt shortage of specialists. A “healthy” corporate

management style plays an elementary role not only today – even more so in the future, to ensure the success of a company.

A sustained balance of profitability and well-being is for Jowat part of the corporate culture and a genuine team discipline. This is also the focus of this issue, with the entertaining article by



**Corporate health**  
Profitability and well-being

Focus



**Fit for the future**  
Adhesives with reduced emissions  
for a healthy home environment

Wood | Furniture |  
Construction Industry



**1 + 1 = 3**  
Healthy added value  
thanks to lamination

Automotive |  
Textile | Electrical Industry

Peter Buchenau, successful speaker, author and leadership maverick who explains to us why corporate health is not only important and good but also a top priority for the executive management.

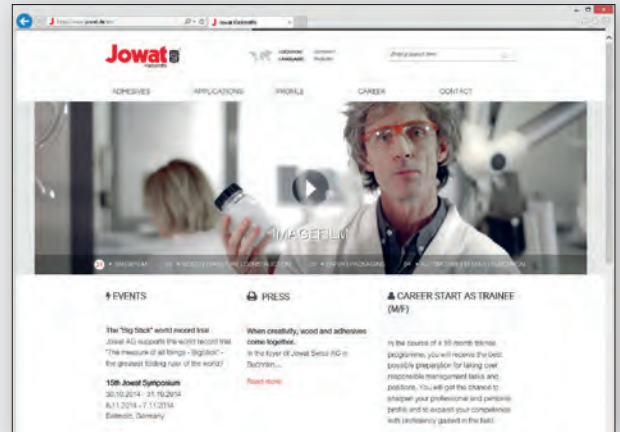
In our R&D department, we are also regularly faced with challenging health matters. For example Jowat adhesives act as invisible helpers in providing clean water and clean air. Adhesives in the medical sector score with intelligent functions in operating rooms, or actively prevent health risks when used in the graphics industry.

Read on and find out.

Enjoy this issue with its interesting articles – guaranteed to be free of any health risk.

**Dr. Karin Wanzi-Dacho**  
Director Management Systems

P.S.:



**New online website of Jowat AG**

Clear structure, restrained design: The focus of the new Jowat website is on the visitors and their information needs. They find their search supported by an intuitive navigation and a very clear imagery: practical, application-oriented and also allowing optimum utilisation on mobile devices. Relaxed and not taking ourselves too seriously, the new Jowat image film moves around the topic of bonding in its everyday and industrial meaning.

[www.jowat.de](http://www.jowat.de)

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Inside

# Corporate

## Profitability and well-being

What is good employee management? Many leading executives seem to still disagree on this. A majority believes their demands to reach targets and figures are a fully adequate demonstration of leadership quality. Others question whether profitability and well-being go together at all. Most leading executives share the opinion that no, they don't. I, Peter Buchenau, say YES, they do!

Leadership in German enterprises unfortunately means that 33% of all executives do not tell their employees to go home when they are seriously ill. 17% even state that one should get rid of employees that are frequently sick. But leading



One third of all employees suffers from exhaustion or burnout.

executives also treat their own health unsparingly. 58% of them go to work even when they are suffering from a serious cold, another 29% then continue work from home. This is the result of a survey by the University of Coburg dated 2012. Unfortunately, physical presence in the workplace still counts as performance and career criterion in Germany, whether you are staff or leading executive. Everyone is watching you go home at four in the afternoon, and you will be faced with the joking reproach that you are working part-time. What nobody realises is that you, as one of the leading executives, are often on the job at five o'clock in the morning, or that you only get off around midnight. Another aggravating factor is that 63% of the managers – with emphasis on managers and not on executives – believe that in their company, preferably only those employees are promoted who put in extra long working hours. These managers probably have not read the IBM survey established in 2010 on the actual reasons for promoting employees. When you question leading executives in more detail on the possibilities to reduce the level of employee absence due to sickness by applying organisational measures, thereby reducing costs, an

# health



astonishing 81% reply that a systematic health management system might be helpful. Another 72% of the executives consider the improvement of the corporate climate to be a sensible step which can be implemented short-term. But why do executives not follow this up by the respective action? The result of an evaluation of several hundred studies by the "Initiative Gesundheit und Arbeit" (Association for Health in the Workplace) indicates that corporate health promotion and prevention allow to reduce costs as well as to improve the health of employees. Among other things, the absenteeism rates of staff may be reduced by 26% on average due to programmes for health improvement. This means that every company saves money. To put it simply: For each Euro invested, you get a return from two to ten Euros, and this means a positive Return on Investment (ROI).

Many people appear not to be aware of one fact: Health is also catching. Yes, this is really what you just read. But most of the leading executives seem to prefer throwing money out of the window instead of admitting that they have a problem, after all, we know that any change is painful. But leadership

with conscious emphasis on health will achieve a sustained and positive performance spiral. Healthy employees are motivated, in consequence make less mistakes, and the quality improves. Increased quality means lower production costs with the resulting higher profits. This new leadership method represents a win-win situation, for employees and leading executives, as well as for the entire company or the organisation.

## **You as leading executive must remain authentic at all times and exemplify health.**

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A health-conscious personnel management starts with the right self-management. Let's remember: Health is catching. This is a fact experienced again and again in courses on "laughing Yoga". That's one thing you really should try. After all, you cannot spread the gospel on health-conscious action if you do not follow it yourself. When you want to lose weight, after all, you would not want to see a nutrition consultant who weighs 180 kg. And here we are back to the topic of self-responsibility and change. Employees will not adopt a

# Leading executives must remain authentic and set health examples.



healthier lifestyle if their superiors do not adhere to it. It is of course deathly to attach just a new label “health-inspected”. And “deathly” may in fact be taken literally in this case. The consequences of burnout have by now become the top risk over heart-attacks which used to hold first place.

Health is a success factor and health-conscious management has by now proved to be a multiplier for success of a company. The next target is now to achieve a transformation in corporate culture by intensive leadership training. That this will pay off is supported by the London Underground. Since the introduction of a health-conscious management, the annual employee salary figure could be reduced by 455,000 pounds without making one single person redundant. A savings of 1.3m Swiss Francs was even registered by the National Suisse insurance company after switching to health-conscious management.



## Prevention pays off

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Unfortunately, the interplay of performance and health has not yet become established management approaches so. All approaches up to now mainly focus on short-term “siphoning off” of performance and profits. Any integration of the capacity to perform and the health of an individual would in this case be purely accidental. The point at which the individual is finally no longer able to cope is only registered when performance and productivity decreases. When applied to an industrial operation, it means when the production starts to stutter, or when in extreme cases it even breaks down completely. Dear Manager, you do apply regular maintenance to your production cycles and processes. You hold feedback talks, apply Kaizen and 5S methods. Only this guarantees that the manufacturing operation runs with optimum profits. Is this also what you apply to your staff? Do you apply maintenance here? A positive fact needs to

Health promotion live – fit into the afternoon with a “lunch break in motion”.



be registered, that some individual executives have by now realized the advantages of health-conscious leadership. These deserve our thanks. Often, however, this is only implemented with weak or belated success. The largest obstacle is found in the other management colleagues who do not have the backbone to join the one executive in order to achieve improvements together. No, these managers even massively oppose a change. A change first of all hurts. To leave the feeling of safety and to challenge the status quo is also a risk.

**You have to act, because health is a direct concern for the top management.**

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But let me close by quoting my colleague Hermann Scherer: "If you keep doing the same thing over and over, you will also get only what you always got. It is in your hands as entrepreneur, boss, or leading executive to be successful tomorrow and at the same time to be healthy. The 6th Kondratieff principle can also not be stopped in your company. Health is the success factor of tomorrow. Are you among the winners?"

## Author



**Peter Buchenau**

Peter Buchenau, the maverick on leadership, is a man from practice and for practice. On the one hand, he is a consummate entrepreneur and Managing Director of eibe AG, a top company for playgrounds and equipment for childcare facilities, on the other, he is a keynote speaker, author, cabaret artist, and university lecturer. He started his career in the management of international groups in Germany and abroad, until finally founding his own consulting company in 2002.

His wide international range of experience makes him a sought-after interim executive, expert and speaker. His presentations surprise the public with his practical examples, which are simple and easy to follow. There is hardly anyone else around who can present serious and critical topics of management in such an entertaining and cabaret manner that the emotional highlights and punch lines become an unforgettable experience.



# Fit for the future

## Adhesives with reduced emissions for a healthy home environment

Consumers are becoming more and more aware of buildings and home environments that are ecologically compatible and safe under health considerations. In the past, this aspect of planning your own home was more or less disregarded. Today, architects must answer the critical questions of future homeowners. The “Home tour” of this interview show how adhesives contributed in the past years to improve the indoor climate of homes. Our guide on this special tour is Mr Funke, R&D Manager Dispersion Adhesives for Wood, Furniture, and Construction at Jowat AG.

**Editor:** Mr Funke, the end user is more informed and more environmentally conscious than ever. To meet these demands, the adhesive processor therefore needs innovative products that are in keeping up with the times.

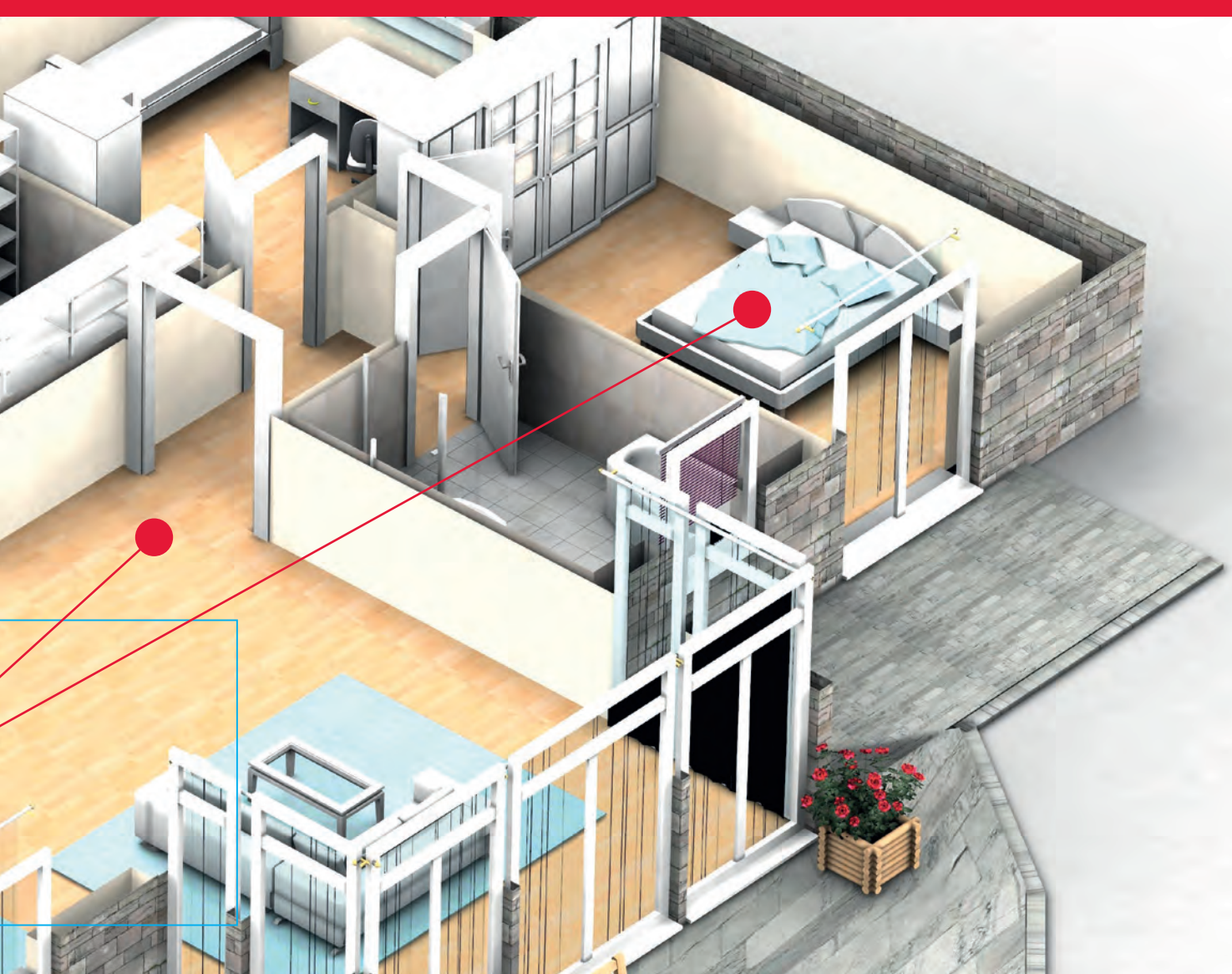
**Funke:** Completely right and good! Today, the high level of expectation on a home concerning air that is free from contamination is justified. People spend a major part of their day indoors, like for instance in living and work rooms, or in public buildings. The subject “indoor emissions” has also attracted more attention due to new trends in construction. Industry and research are under pressure to innovate and have already undertaken substantial efforts.

**Editor:** Where could we find hidden health risks? The first house we want to examine is the low-energy home.

**Funke:** The indoor air is a very critical subject for low-energy homes. The desired air-tightness due to the construction of such a home leads to minimised rates of air exchange and certainly saves energy. But in consequence, the concentration of possible harmful substances in the indoor air can rise. Important factors are therefore a healthy building process and furnishing with a focus on low-emission materials and furniture.

**Editor:** We now continue on our tour and come to the architecture of prefabricated houses and the question which exposure to harmful substances could actually





exist in this case?

**Funke:** A prefabricated house is an industrially manufactured serial product. This type of construction has gained substantial market shares around the globe. Bonding is a joining technology of major importance for this industry. The example of prefabricated houses is a good one to explain how harmful substances can be completely eliminated with innovative adhesive developments. At the beginning, mainly phenol-resorcinol resins were used for the assembly of structural components of prefab houses. The progress in this industry resulted in a replacement by melamine and urea formaldehyde resins. In this context the harmful substance is formaldehyde, considered to be a carcinogen. To prevent formaldehyde emissions entirely, the adhesives industry then developed a formaldehyde-free technology, the moisture-curing, one-component polyurethane prepolymers (1K PUR).

**Editor:** Formaldehyde-free sounds great. Are such products able to prevail on the market?

**Funke:** One-component PUR adhesives have in the

past years gained a significant market share due to their ecological and economic advantages. These adhesives are used for glued laminated timber, solid finger-jointed wood for construction, and cross-laminated timber, enabling now wooden constructions – beyond the formaldehyde-free application issue – like multi-storey buildings for living, sports and business with minimised emission levels.

**Editor:** Industrial partners and the people living in the homes certainly will profit enormously from improved room climates and the innovative adhesives used in the construction sector. But our houses are not empty, and many items in daily use are also made with adhesives.

**Funke:** Totally correct. When touring our home, we notice a lot of interior items and components like furniture, doors, and flooring, etc. A variety of different processes (laminating, wrapping, edgebanding, just to name a few) are used to finish the base material. Laminating is the term used for bonding flat compounds with special adhesive systems. In this process, all kinds of materials are used and numerous process parameters (temperature, pressure,



Christoph Funke explains emission-reduced adhesives.



time etc.) must be observed and synchronised with each other. Important are also the substrates to be bonded: Panels (e.g. chipboard, MDF, OSB etc.) and surface materials like resinated paper foils, veneers, plastic foils, laminates, aluminium, and many more. Most of these materials exhibit different processing characteristics, and require adapted and optimised adhesives with low emission. Examples are the so-called emission-reduced dispersion adhesives, also known as ER dispersions, free of plasticisers and substantially reduced VOC emissions from a compound material. More than 10 years ago, Jowat already developed an adhesive programme covering pH-neutral dispersion adhesives. These products not only provide the advantage of formaldehyde-free bonding; higher process efficiency, reduced discolourations when using critical wood species, and thermal reactivation are convincing additional benefits.

**Editor:** Large furniture groups are trying to reach a reduction in formaldehyde emissions by requesting their sub-suppliers to use alternative adhesive systems for all areas of application.

**Funke:** We have by now formaldehyde-free solutions for all applications in the furniture industry. For instance when dispersion adhesives are inadequate due to their thermoplastic behaviour, an EPI adhesive may be the answer. The cured EPI system is low in emissions and

does not emit formaldehyde to the ambient air at the end user. During processing, standard exhaust systems are fully sufficient to protect the operators against any danger.

**Editor:** We now have been discussing formaldehyde all the time. Are there any other pollutants that carry a similar risk potential?

**Funke:** Apart from formaldehyde, methylene di-phenyl di-isocyanate is increasingly classified as critical. However, the risk potential is only prevalent in the actual manufacturing process and can easily be made safe from the point of view of risk containment technology. In contrast to the utilisation of urea resins, there is no risk at all for the consumer once the adhesive is completely cured.

Apart from this, alternatives have been available for several years. Extensive efforts by the adhesive industry succeeded in the development of low-monomer PUR hot melt adhesives with a drastically reduced risk potential for numerous application segments. The bonding performance of these low-monomer hot melts is comparable with the products used so far that were subject to restrictive labelling requirements.

**Editor:** At the end of our home tour the question remains how will this story of reducing harmful substances continue.



The example of prefab houses is a good one to demonstrate how innovative adhesive developments allow to completely eliminate pollutants.

**Funke:** First of all, the wood and furniture industries are already making a substantial contribution to health and environmental compatibility by using available, low-emission adhesives. The consumer makes his choice accordingly, and the consumer behaviour selects and honours this offer. Like any other partner in this value-

creation chain, adhesive manufacturers and especially Jowat are constantly searching for new raw materials and optimised production methods to eliminate harmful substances. In this context, we see ourselves as a competent developmental and application partner on the way to a health-conscious and sustainable product range.

## Interview partner



Christoph Funke  
R&D Dispersions Wood | Furniture | Construction



Healthy added value  
thanks to lamination

1+1

The huge spectrum of raw materials available allows the development of adhesive solutions with very specific properties. Reactive hot melt adhesives, thermoplastic hot melts, pressure-sensitive hot melts, dispersions: For the lamination of filter and compound materials, whether by dry or wet lamination processes – the range of available adhesives is substantial. They are successfully processed by Jowat customers in order to create innovative materials made of textile compounds.

Laminating is a process where even materials with fundamentally different properties are assembled by flat bonding methods. The individual product properties of each layer are adding up to establish a new material with multiple advantages.

Every compound has to meet specific requirements in the end use and laminating allows for unique tailoring. Textile compounds are especially prominent materials. As “nonwovens”, they have for instance revolutionised the garment industry. Equipped with many attractive product features – breathability, water- and fireproof properties, tear resistance and many others – they evolved into the new category of functional textiles. Equipped with all these qualities, the “nonwovens” have become coveted

helps outside the textile industry as filtration and barrier materials and also for purposes of health protection. In all these applications the employed adhesive plays an important role.

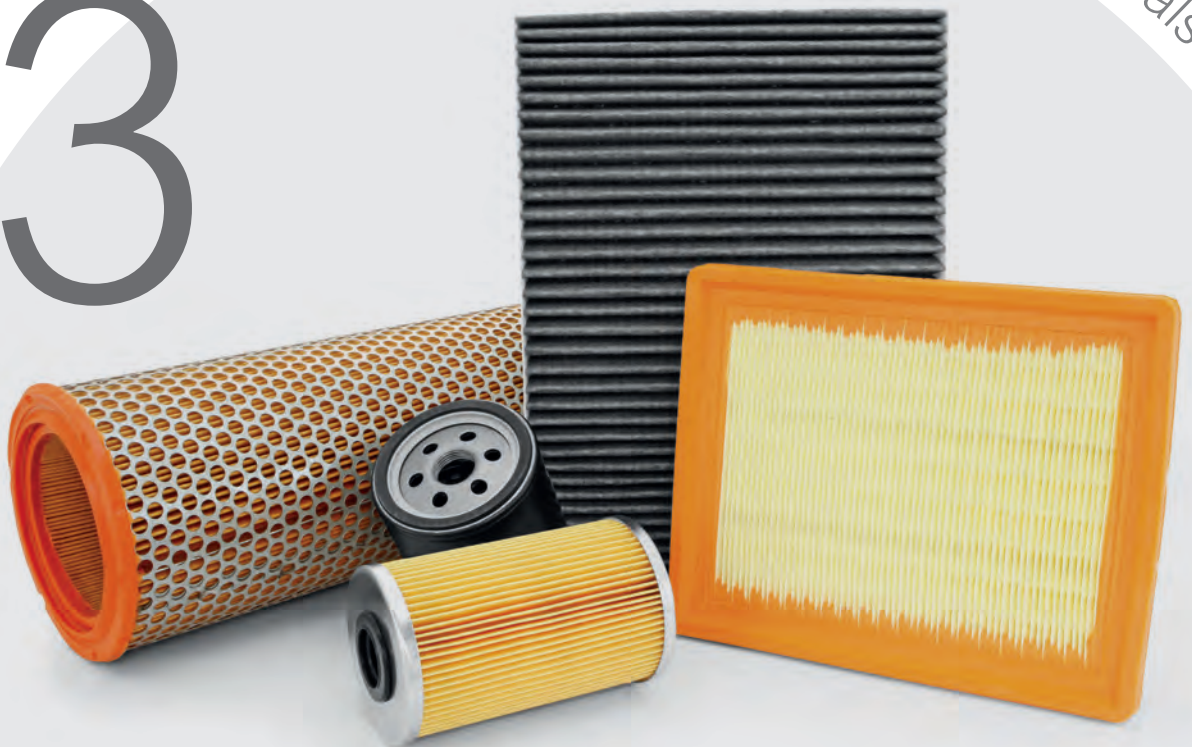
### Filtering helps: Clean water and pure air

If the air we breathe is pure and the water we drink is good, we have a sound basis for a healthy life. Confidently relying on this, we handle established technology in our everyday lives, utilise it without second thought, and often rely on the functionality of technical components which we never see at all. In many ordinary daily situations this is successful since the surveillance of these basics of our lives – almost always – works well.

Sometimes, however, water needs to be purified before any sip is taken, and the air is far from perfect. This may have many different causes, reaching from smog generated by industry, to the standards of clean or operating rooms which need to be free of particles or germs. If the quality of air and water are at risk, for instance during natural catastrophes or in crisis areas, the demands on the filter technology are especially challenging. In many circumstances of our lives, filters ensure that we stay healthy. Filters and their media come in endless varieties of shapes and material compositions, and they are integrated into ecological systems in the most unbelievable locations. Filters are mostly made of material compounds and their functionality is

## Adhesives for filters and compound materials

# 3





The OP room - a highly sensitive area where absolutely everything must be right. Whether sterile surgical drape, smock or sheet – all are made of intelligent material compounds.

highly sophisticated. They all have one thing in common: Their components are assembled by adhesive bonding.

### Good air in the automobile

The filters in automobiles are numerous. As fuel, water, oil and air filters, they are hidden in the engine or passenger compartments, in fact throughout the entire car structure. They take care of cleanliness, functionality, and health. A filter for the car interior for instance is manufactured with the help of three adhesive applications. First step: Lamination of the filter fleece with the activated charcoal followed by the pleating process. Second step: Closing of the side seam. And third step: Bonding of the frame. The filters assembled this way protect passengers from particulate matter, pollen, spores, soot, bacteria, as well as from odours and gaseous pollutants like benzene fumes or ozone. The air cleaned by the filter should not create additional risks for the passengers. It is therefore important that the adhesives used do

not have a detrimental impact on the filter performance due to their own emissions.

### Compound materials – strong in the OP room

Laminating technology to manufacture compound materials is not only important in the filter industry. For the healthcare sector, intelligent material compounds become major working materials. Whether surgical drape, smock, or sheet – all of these are compound materials. Depending on the requirement – whether highly absorbent or impermeable and flexible – foils, fleece, or textile layers are laminated among each other. Materials for surgical applications are used especially in situations when absolutely everything must be perfect. When an operation is the only chance for a cure, it is of superior importance to keep all open wounds free of contamination. Before they are released, the substrates involved in these material compounds are tested for their suitability for surgical

use with regard to contact allergens, tissue compatibility and cytotoxicity. For repeated use, surgical materials are tested for washing resistance and sterilisation performance. The laminating adhesive has to provide the respective characteristics and must be certified.

### Quality counts

Wherever people place blind trust in technology, or where their health must be protected in daily professional environments, compound materials provide highly qualified performances. They are subject to controls by authorities and certified by specialised institutes. The laminating adhesives offered by Jowat meet the high standards of the healthcare sector, and of course also the Oeko-Tex 100 Standards for textiles – very low in harmful substances and are certified accordingly.

The global Jowat quality management ensures that this certified quality remains always available.

## Authors



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# Forewarned is forearmed.

Multiple advantages thanks to innovative  
adhesives and competent application support



Adhesives for the graphics industry provide input in many ways by not allowing health risks to even develop in the first place. This happens along the entire value creation chain, from manufacture over processing and end use, to the recycling of the bonded goods. In all of these stages the role of the adhesive is highly diverse. Quite often it just means to hold together the compound protecting the goods. For numerous products, however, the adhesive plays an active role and contributes significant additional benefits towards health protection and risk prevention.

### **What matters is the formulation**

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When looking at the value creation chain, the initial steps in the interest of health protection are already taken when formulating an adhesive. In some cases, this concerns the basic raw materials, which are the polymers, resins and waxes, selected under consideration of their health relevance, or even left out entirely like for instance the solvents. Often, however, the other components of an adhesive formulation are in focus of the product design, and play their part in preventing any risk in the final utilisation of the end product.

Examples for this are adhesives containing “intelligent” additives for instance indicating when the chill chain was interrupted, or which ensure that the opening of a (food) package after filling will not go unnoticed. Adhesives can

also be formulated with UV indicators to signalise potential light damage, or to indicate product pirating and protect consumers, for instance in cases where ineffective copies of medications could have detrimental impact on their health. Additives in adhesives can also minimise flame spread in wallpaper paste when “things gets hot”.

### **The application sets the value level**

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Paints, coatings, papers and foils: There is hardly an industry which has come under such heavy pressure from changes over the past 30 years other than the graphics industry. Whether books, brochures or packaging, new technologies and processing methods like digital printing have fundamentally changed production conditions and manufacturing steps, with print finishing as increasingly





The six dot grid helps the blind or seeing-impaired to get information by touch, it makes their daily life easier and reduces risk to a minimum.

important factor. For just this segment of print finishing, Jowat AG has developed a wide range of products which allow the consumer to profit from various kinds of added value like for instance a barrier coating against migration. In many cases, the risk protection is supported by the adhesive applications themselves – beyond raw materials and additives. These applications can for instance be as highly specialised as the Braille lettering. Jowat adhesives are applied in dot form and are able to convey important product information to the blind. They are, however, equally impressive when providing standard functions like the anti-slip effect of an adhesive film under the base of a bag for bulk products

– around the world manufactured and filled hourly by the millions. Using adhesives, papers, metals, and foils of most diverse kinds are assembled to form intelligent material compounds to protect their filling content against ambient conditions, or the environment from exposure to the content of the packaging. This applies to potato chips as well as to chemicals. Adhesives are tailored specifically for these requirements.

**Protected whenever contact is made**

The world of books also profits from adhesives. School and children's books are often bound using adhesives that comply with food contact regulations



No risk is involved when children chew on books, thanks to food-compatible adhesives.

so that any inadvertent “chewing around” on the book may remain without negative consequences on the health of a child. A cookbook needs to be easy to wipe off in- and outside, and be bonded according to food contact standards when it comes into contact with grease, meat, fruit, and vegetables. Constantly rising is also the number of countries that allow only adhesives which are safe under food contact regulations for a growing number of applications. After all, only the adhesives of this class guarantee that there will be no health risk in processing and final use. The raw materials are selected specifically with regard to the intended utilisation of the adhesive. The manufacture of the



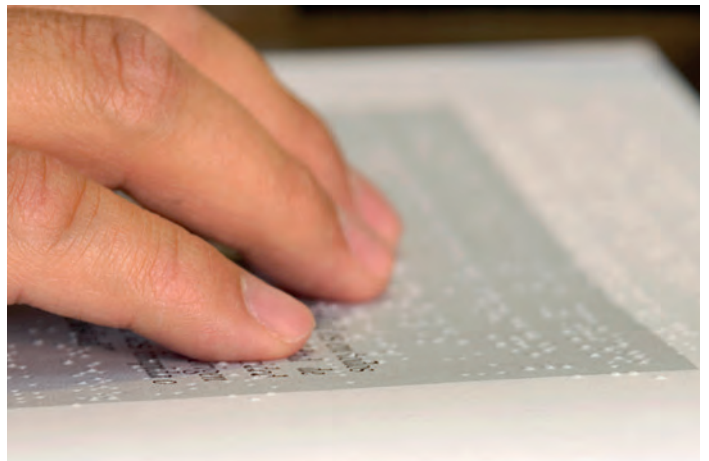
An example for innovative product design at Jowat: A full surface foil cover creates window and barrier. All-round protection with added value for product and consumer.

Jowat adhesives also follows clear guidelines with regard to occupational safety that are applied equally in all areas of the world. The adhesive by itself, however, only has an – often minimal – share in the total compound (packaging, book, bag, ...). Therefore, Jowat AG always actively supports all customers with in-depth information around the topic “food compliance in production”.

### Multiple advantages due to competent application support

Jowat Product managers, application engineers and representatives are members on many technical panels and boards, and are members in professional associations. Customers often profit from the Jowat applications support in cases where multiple advantages can be generated. One example for a request of this kind: A window bonded in a carton package shall also provide a barrier effect. The quality of a product is to be assessed best when it

can be viewed through the patched in window. The barrier protection of the content is then, however, only given in the window area. The solution: A foil with full surface coverage creates the window and at the same time the overall barrier function. A very demanding request. The combination of competent application support and innovative product development not only provided an adhesive solution, in this case it also generated added value in the product for the manufacturer, and for the consumer. This guarantees that the product design is upgraded equally for functional aspects and for visual appeal. Forewarned is forearmed: The Jowat network of competence is in constant expansion to continue promoting the advantages of bonding – the technology of joining materials with high economical potential, innovation and reliability.



## Autor



Tim Görder  
Product Manager  
Paper | Packaging  
Industry



# Team experience for good results

Gerald Thier-Jörg, Head of Finances at Jowat AG and enthusiastic runner, together with Alexander Karmanski, advisor for commercial and contract law at Jowat and “JoFIT” enthusiast, on the topic “Economic health and well-being”.

**Editor:** Economic health and well-being of all people in the company. Mr Thier-Jörg: How does this go together?

**Thier-Jörg:** There are interesting parallels: Let’s take the concept of health as seen by the World Health Organisation. It describes good health as a state of complete physical, social and mental well-being, and not merely the absence of disease or infirmity. This in my opinion is a definition that fits very well, also for companies. A company should be understood as social structure and as organisation facilitating the economic well-being of the company itself, but also the well-being of all stakeholders.

**Editor:** Mr Thier-Jörg, you are Head of Finances at Jowat. How does Jowat maintain its economic health?

**Thier-Jörg:** First of all, our financial management ensures the availability of financial resources which a healthy enterprise needs for flexible market responses and reliable future success. When we stay in the picture of the health of an organism, the high equity ratio of Jowat translates to a strong immune system, protecting the company from many ups and downs of the markets. The liquidity management ensures the necessary freedom, for example to respond with adequate flexibility in the sector materials management. Our excellent ratings on the credit market allow us to



Gerald Thier-Jörg and Alexander Karmanski inform on profitability and well-being at Jowat.



**JoFit**  
**The Jowat**  
Activity programme

provide the means for investments at our production sites, but also for product development, long-term and with good conditions. The consistent implementation of the corporate and financial strategy is the reason why Jowat is a company receiving the ranking of investment grade for many years by the credit institutions, which means that investments in Jowat are promising. Finally, it's like anything else: Below the line, the results must match the expectations.

**Editor:** Let's get to the second aspect of our health topic: How does the executive management at Jowat keep up its health?

**Thier-Jörg:** It goes without saying that the challenges of the tasks that go along with the job also necessitate a good balance. When I joined Jowat eight years ago, I was very pleased to be able to immediately join a well-organised group of runners. My past "Hermannslauf" participation saw me proudly wearing my Jowat shirt as one of the thirty-odd members of our team. The active runners make up one half of this group, while the other half provides the support and staffs the point of supply where we get beverages and

lots of motivation. Other colleagues with different interests have also formed sports teams on their own initiatives. Our soccer teams compete on a regional level, there is bowling, and a group of Jowat card players (Skat). Team spirit is certainly the driving force in all these activities.

**Editor:** Mr Karmanski, now I would like to find out where to go if I don't want to be sportive on that level.

**Karmanski:** The perfect choice for you would be "JoFit", a back training course which started this year and supports our staff in all of their activities towards maintaining and improving good health. The courses are tailored individually for the needs and wants of our employees. Together with constant improvement measures focusing on the workplaces, we want to achieve a sustained and holistic health promotion.

**Editor:** How did all of this start?

**Karmanski:** This programme is really the result of our regular inspections of workplaces – we call this SOS tours (safety – orderliness – super cleanliness). These inspection tours try to answer the question whether our workplaces are health-promoting, or if maybe there is scope for improvement on the production and administrative levels, and we also try to find "best practice" locations in the company. Most important: The main focus is on health promotion and not on

efficiency of production, which is in our understanding the positive consequence of the improved working conditions. In the context or the considerations for workplace improvement, the idea came up to not only reduce stress in the workplace, but to also undertake preventive measures for improving staff health. A survey was started to find out if a health programme would be of interest and what topics are most favoured. We then systematically implemented these results.

**Editor:** So what's the offer?

**Karmanski:** First of all proximity. External solutions are often too impractical due to inflexible timing of the courses. After all, one aspect is most important for such a programme: acceptance. We discussed the back training courses with the employee representatives and found this to be a suitable measure. We got a facility for this on site, Jowat purchased the equipment and hired a trainer. The employees could actively participate in the form of feed-forward surveys, and the training sessions were coordinated with the standard daily work hours.

**Editor:** How did you spread the "JoFit" message?

**Karmanski:** We held an informative session for all employees of Jowat and also organised training sessions for the executive staff.

**Thier-Jörg:** I thought this was a very good idea. Each executive was given the opportunity in this case to reflect on the effect of leadership on health.

**Karmanski:** The staff magazine will now also have a column "JoFit". This will again explain the concept. The topic "JoFit" shall remain in view for all employees. Topics covered in future issues will be for instance "Healthy eating habits" or "Exercise in everyday life". We are aiming at making this a holistic concept. For this purpose we even designed an appropriate logo just for the JoFit programme.

**Editor:** And what are the results after the pilot phase?

**Karmanski:** The "JoFit" concept has exceeded our expectations. Experts told us if the initial participation of the employees is in the range of ten percent then this training

concept represents success. And we have motivated almost 15 percent of the colleagues from the Detmold location to join.

**Editor:** Why did this work so well?

**Thier-Jörg:** It fits our corporate culture as well as our philosophy. We always perceive our staff also as humans. This is our approach for creating, maintaining and improving our employment. And in order to provide quality and to create customer satisfaction, we need qualified, motivated, and healthy employees.

**Karmanski:** I believe it is typical for a medium-sized company like Jowat to pursue targets from which the company and also the employee can equally profit. For this reason, the topic of health awareness is also a real team task in our house.

**Thier-Jörg:** Exactly. This is how we achieve good and lasting results by experiencing the same good things together, and this may be something found only in medium-sized companies: A – "return on investment" for everyone involved in the company and for all stakeholders, complementing our financial return.



The JoFit back training course for keeping in shape and preventive health care of Jowat employees.

## Interview partners

Gerald Thier-Jörg  
Diplom-Ökonom/Director Finances

Alexander Karmanski  
Advisor Business and Contract Law



## Quality is teamwork

Judith Baity,  
Vice President QM in the USA

“Impossible doesn’t exist.” For Judith Baity, good quality is the result of meeting the sportive challenge to find the right solution for any problem. With almost 30 years of experience, the professional chemist knows what she is talking about. At the Jowat subsidiary in the US, Jowat Corporation, she started out in the R&D sector. Today, she is Vice President and responsible for quality management. “The challenge of this job is to provide to our customers a high quality product that consistently works each time they use it in the intended application and that meets all requirements.” For Judith Baity, efficient teamwork is a key competence, especially on a global level. For this reason, she is also a committed member of the Global Quality and Purchasing Team and of the Global Quality Manager Team of Jowat AG.



## Prevention helps

Jan-Peter Bölcke, Environmental  
Expert at Jowat AG for 25 years

“Green Adhesives” is more than a catchword for Jan-Peter Bölcke. For 25 years now, he has been the Jowat contact for all matters concerning the environment. A chemist by profession, he signs responsible for the entire environmental management of the adhesive manufacturer. His tasks are comprehensive and more and more cross-departmental: Immission control, handling of dangerous goods, disposal, safety regulations, and legal considerations. “Environmental Management, just like Quality Management, is one of our most important prevention tools”, states Bölcke. “Proactive handling of all matters that are relevant for the environment are employed by our team to protect the company against possible economic damages, thereby safeguarding sustained corporate success.”



## Errors as chances

Ina Benz, Manager Applications  
Engineering in TSS

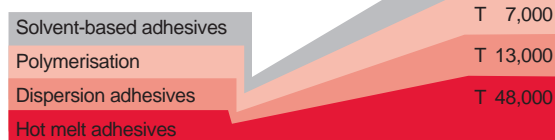
Ten years ago, the graduate wood technologist convinced Jowat with her thesis on the potentials of applications technology. Since 2012, Ina Benz is now head of applications technology in the department TSS. The claims and packaging management are also among her responsibilities. To master the unforeseen is what she considers to be the challenging, and at the same time the most enjoyable part of her job. Her personal hobbyhorse is the error management in applications technology. In this area, the continuous improvement of processes is the key to success for Ina Benz. “A well-functioning applications technology is the tool to open up fantastic possibilities of achieving product improvements and new developments. The benchmark for this are the requirements of the customers and ultimately their total satisfaction.”

# Jowat in figures

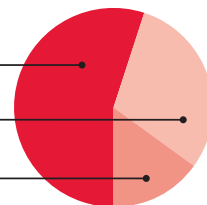
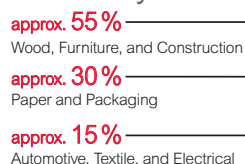
Sales  
**240 Mill. €**

Employees  
**900**

## Production



## Sales by industry



# Jowat News

## Global Quality and Purchasing Meeting 2014

Concentration of know-how in Detmold: In June, Jowat employees from around the globe who are working in quality management and purchasing, met in the context of the annual Global Quality and Purchasing Meeting. The representatives from Germany, Switzerland, Malaysia and the USA coordinated their future strategies and processes in their individual areas of operation.



## Wood in Motion

Approaching the Jowat Swiss AG buildings in Buchrain, visitors and staff are now welcomed by the wooden sculpture "Wood in Motion" by the well-known Swiss artist Urs-P. Twellmann. On the 27th of August 2014, Dr Hannes Frank, Member of the Supervisory Board of Jowat AG, Detmold, former President of the Administrative Board of Directors of Jowat Swiss AG, Buchrain, and donor of the object, presented the work of art to the public.

## Jowat Symposium

Visitors to this event may expect an eclectic mix of presentations and field experience from processors plus a wide variety of practical workshops and informative sessions around the topic "Safety", at the 15th Jowat Symposium from the 30th to the 31st of October 2014 and alternatively from the 6th to the 7th of November 2014 in Detmold.

Also on the 31st of October, this year's Jowat Adhesive Award will be presented.



# Jowat Outside

**Empack, Hamburg**  
Germany

January 28th to 29th, 2015



**ZOW, Bad Salzufflen**  
Germany

February 9th to 12th, 2015



**Techtextil, Frankfurt**  
Germany

May 04th to 07th, 2015

**techtextil**

**Ligna, Hannover**  
Germany

May 11th to 15th, 2015

**LIGNA**

“Health is the most  
valuable asset.”

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**Jowat creates future.**

In the Technology Network:  
Intelligent Technical Systems OstWestfalenLippe, Germany

**it's owl**

**Jowat**   
Adhesives

**Jowat AG**

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