

Market resilience underscores **SORG** success following Polska integration

Following its integration of Techglass, SORG has successfully established SORG Polska as a key regional hub. Combining local expertise with global capabilities, the organisation strengthens engineering, technology and customer support – positioning the Group to deliver resilient, future-ready solutions across Central and Eastern Europe’s evolving glass industry.

Back in 2024, the SORG Group strengthened its European presence by integrating the former Techglass, rebranding the organisation as SORG Polska in 2025. By this year, the formal integration of the Polish organisation has proven highly successful. The process has been

built upon an established working relationship and a clear recognition of local engineering expertise. Techglass had already held a strong and well-deserved reputation in the market, making it a natural partner. Just as importantly, both organisations shared a common foundation as family-owned businesses, guided by long-term loyalty, strong

relationships, and a commitment to responsibility, dedication and perseverance. The alignment of values ensured that the transition was seamless. Bringing teams, capabilities and regional knowledge together under one brand has strengthened SORG’s ability to support glass manufacturers across Central and Eastern Europe. Customers benefit from consistent standards in products, equipment, technology and service, while SORG Polska has evolved into a key regional hub for engineering, project execution and customer support, combining local expertise with global reach.

A CLEARLY DEFINED STRATEGIC ROLE

From the outset, the integration of Techglass was positioned as a strategic priority. The objective was not to maintain separate operations, but to create a unified organisation working in close coordination. A structured framework supported this process, including cross-functional workshops and dedicated working groups designed to align teams, accelerate decision-making and guide transformation. The rapid rebranding to SORG Polska underscored the depth of integration. A unified brand has strengthened market positioning, increased



customer confidence and reinforced the perception of a cohesive organisation. At the same time, cultural integration was prioritised, with a focus on transparency and fostering a sense of belonging among employees. Today, departments such as sales, engineering, project management and procurement operate in close daily coordination across borders, reflecting a high level of organisational alignment.

STRENGTHENING SCALE AND FLEXIBILITY IN EUROPE

The acquisition was not intended to remove a competitor but to expand

technical capabilities, increase market share and build a stronger platform for sustainable growth. With more than 700 employees worldwide, SORG has further enhanced its scale and technical depth through the inclusion of SORG Polska. This expansion has improved operational flexibility, particularly in delivery performance and responsiveness. A stronger presence in Poland enables closer proximity to customers across Central and Eastern Europe, where shorter communication pathways and faster response times are critical competitive advantages. Sales responsibilities are clearly defined,

with SORG Polska overseeing markets including Poland, Ukraine, the Baltic States and Moldova, as well as selected key accounts. Continuous collaboration between sales teams ensures that customers receive optimised technical and commercial solutions.

EXPANDING THE TECHNOLOGY PORTFOLIO

The integration has delivered immediate technological benefits. SORG Polska now has access to the group's full portfolio, including CLEAN Melter® concepts, VSM® technologies and Viking® forehearth systems, strengthening its market position and enabling broader value creation. Customers of the former Techglass organisation now benefit from an expanded range of furnace concepts and equipment. Complementary systems from across the group, including batch plants and cullet return systems from EME, are incorporated into integrated solutions. At the same time, SORG has enriched its own portfolio with





additional technologies such as SPL-SCOOPA batch chargers and sodium silicate-forming expertise. This exchange represents mutual technological reinforcement rather than one-directional transfer. Customers now have access to a wide spectrum of furnace solutions, from natural gas-fired systems to fully electric and hybrid melting concepts, alongside regionally adapted configurations.

PROJECT EXECUTION WITHOUT BORDERS

In its first year, integration extended well beyond organisational alignment. Project execution has seen specialists from across the group working together on international sites, combining engineering expertise with operational knowledge to ensure reliable implementation. This collaborative approach has strengthened internal coordination while delivering tangible value to customers. Feedback frequently highlights the professionalism, efficiency and teamwork demonstrated by joint project teams, confirming the effectiveness of the integration both structurally and operationally.

NAVIGATING A CHALLENGING MARKET ENVIRONMENT

The first year of SORG Polska coincided with difficult market

conditions, particularly in the services segment for packaging glass manufacturers. Weak demand, intense competition and pricing pressure have defined the environment. In response, flexibility and commercial pragmatism have been essential to maintain continuity of employment. Within this context, being part of a larger group has provided stability. Financial strength, global reach and industry experience have supported resilience during uncertainty. Customers in Poland continue to work with familiar local teams while benefiting from the resources of an international organisation. Clear communication has reinforced this continuity, emphasising that SORG Polska remains locally rooted while operating with global backing.

BUILDING TECHNICAL EXCELLENCE FOR THE FUTURE

Looking ahead, the focus is on deepening integration and unlocking the full potential of the combined organisation. Flexible allocation of personnel across locations enhances resilience and efficiency, allowing workloads to be balanced more effectively. Shared talent pools improve responsiveness to project demands, while a

broader geographic footprint supports recruitment and strengthens employer attractiveness. At the same time, centres of technical excellence are being developed to consolidate expertise, reduce redundancy and drive operational efficiency. For SORG Polska, access to group-wide engineering expertise, modelling capabilities and furnace development experience supports continuous improvement. Comparing legacy solutions with group technologies creates opportunities for further optimisation and innovation.

POSITIONED FOR A TRANSFORMING INDUSTRY

The glass industry is undergoing significant change, shaped by rising global competition, stricter CO₂ emission requirements and geopolitical uncertainty. In this environment, scale, stability and international experience are increasingly important. One year after rebranding, SORG Polska is fully integrated, with strong technical alignment, commercial cohesion and cultural connection across the group. Its combination of local presence and global engineering capability positions it to deliver efficient, future-ready furnace solutions throughout Central and Eastern Europe. The first year has been defined by integration and resilience. The years ahead will focus on growth, technical excellence and long-term value creation for customers across the region. ■

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