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We had to change almost everything we do. We had to put our efforts into what we can control, and do it quickly.”

Joe Rondone / HP staff

Whirlpool Corp. Chairman and CEO Jeff Fettig speaks during the Economic Club of Southwestern Michigan's final session of the season in the Mendel Center at Lake Michigan College. Fettig said that in business, turbulence and the unexpected are the new normal.

# The Tempest

## Whirlpool CEO says rough sailing is corporate reality

By **JULIE SWIDWA**  
HP Staff Writer

**BENTON TOWNSHIP** — Jeff Fettig believes that in business, turbulence is the new reality.

“Most of us grew up in a time when you planned your business, forecast the future, deployed your model and it was fairly predictable.”

Now, Fettig said, successful

businesses have to face turbulence, volatility and unpredictability and react to them quickly, adjusting in months, weeks and sometimes, days.

Speaking to the Economic Club of Southwestern Michigan at the Lake Michigan College Mendel Center Tuesday, Whirlpool Corp.'s Chairman and CEO shared his knowledge of a changing manufacturing world, international consumer demands and

the economic needs in the local community.

Fettig joined Whirlpool in 1981 as an operations associate and worked his way through the company, holding a number of managerial positions in operations, sales, planning and product development before being pegged in 1989 for the first of several executive positions. He has led the world's biggest major home appliance maker since

2004, navigating the company through tough economic times.

Fettig displayed a drawing on a projection screen, which showed a man looking through a large telescope while other people approach a sign that offers a view: “End of Crisis, \$5,” Fettig said, “Unfortunately I've been using this chart for five years.”

He reviewed the company's

See FETTIG, page A6