1. Able to be maintained.
2. Exploiting natural resources without destroying the ecological balance of a particular area.
**Root Word: Sustain**

1. To give courage or strength to.
2. To uphold as true, right.

Source: Webster’s New World Dictionary

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**IRMCO**

- Privately held since 1914
- Fourth Generation
- Loyola - Family Bus. Award - Multiple Winner
- No Debt
- Supply over 30 countries
- Industry Leader in New Technology
  - Replaced 11+ million gallons of oil and conventional lubricants
  - Best of class in every chosen category
Kicking the Oil Habit

Why? Why?

How? How?

The Business Case.

Why?

A Big Part Was Inspiration
Cuyahoga River Fire - 1969
Crisis

- 1979 - Lost Oil Supply
- Regained supply – but lost margins
- EPA got teeth
- Managers started going to jail
- IRMCO President was dying of cancer

www.natcap.org

Natural Capitalism

Creating the Next Industrial Revolution

Paul Hawken, Amory Lovins, L. Hunter Lovins

Purdue Feb '07
How?

Had To Make Economic Sense

Fish Guys

New oil-free technology isn’t just better for the environment, it’s better for business.
The Business Case
Automotive Press Shop Realities

Economics trump any environmental benefits

Not enough..........
- competent staff
- time to look at new technology
- incentive to look at total cost
- money available for capital improvement
Hire/Fire
The Right Tier 1 Customer

 учитываются следующие критерии:

- Если новые местные производители:
  - открыты и гибки в отношении новых идей
  - ценятся полное решение, а не цена
  - отличаются хорошей коммуникацией и верностью

- Если нет:
  - медленны в изменении
  - "спецификация" - результат не ориентирован
  - большинство использует 50-летнюю технологию

Tier 1 Nuances

- У тех, кто имеет больше всего вести, обычно самые медленные в изменении
  - инженеры "заморожены" - боятся принять решение/ошибку
  - менее готовы делиться информацией
  - нехотят или не могут просить гибкость от OEM
Disruptive Technology

“There had to be a reason why good managers consistently made wrong decisions with disruptive technological change”

Clayton M. Christensen – *The innovator’s Dilemma*

Disruptive Technology

“The reason is that *good management* itself was the root cause. Managers played the game the way it was supposed to played”

Clayton M. Christensen – *The innovator’s Dilemma*
Disruptive Technology

Plan to *learn* rather than to *implement*
- “A market that does not exist cannot be analyzed”

Consider:
- First mover advantages
- Proposals that customers reject
- Lower profit products
- Underperforming products
- Insignificant markets

BHAG
Big Hairy Audacious Goal

“Drive out 10 times more Total Cost than anyone else in our business”
Change the Rules of the Game

Mass Customization
- Bundled Application Hardware
- Guaranteed Cost Savings
- Guest Engineering
- “Pay as Pressed” Fixed Cost per Final Assembly