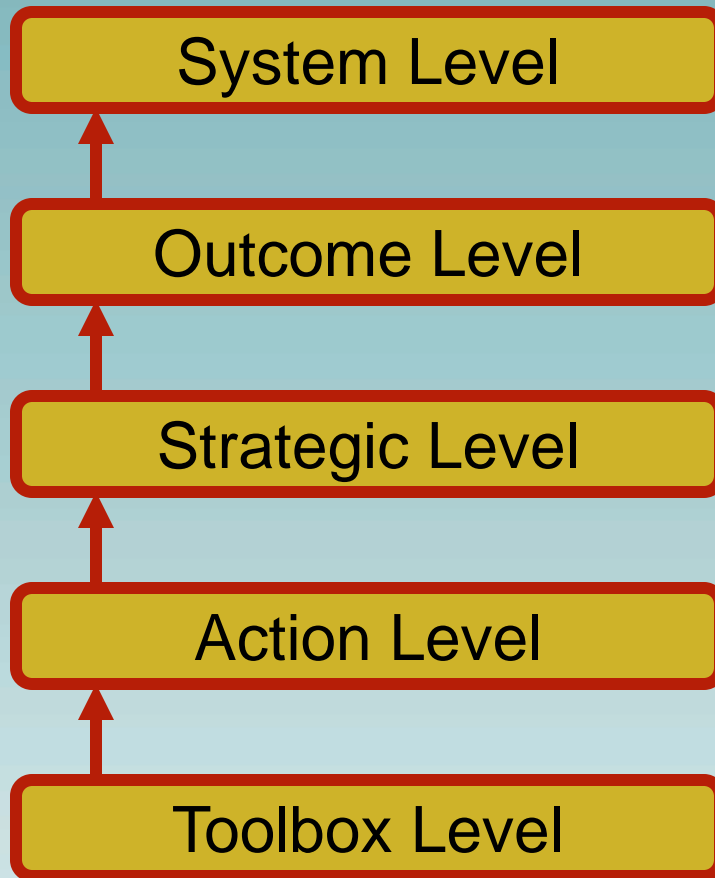


Strategies Towards Sustainability

The Case of Interface Inc.

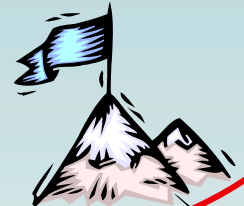
Planning in Complex Systems



Interface Inc.



- World's Largest Manufacturer of Flooring Tiles
- US\$1.28 billion in sales
- 26 facilities worldwide
- 7 Faces of Mount Sustainability



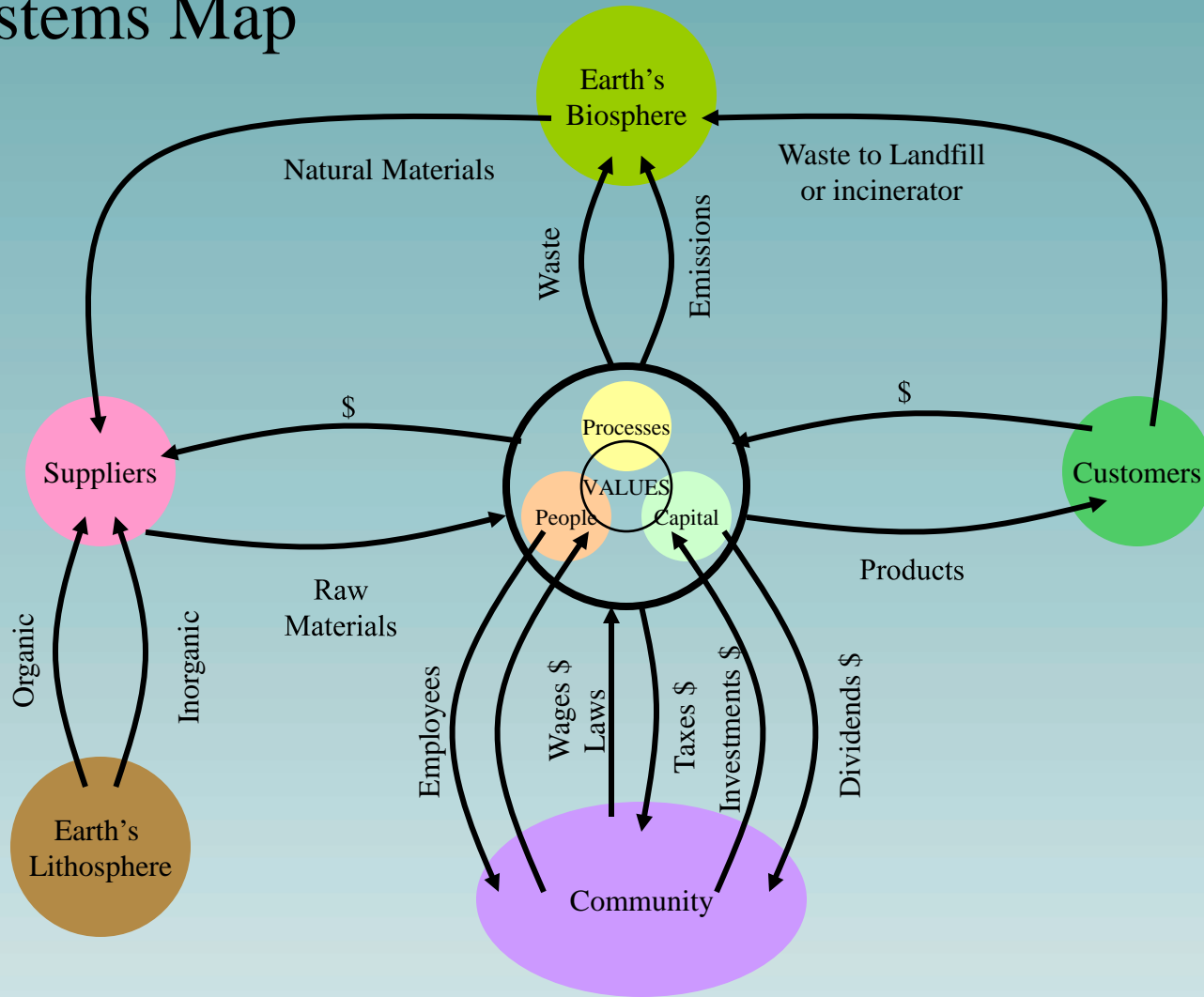
“Spear in the Chest”

7 Faces of Mount Sustainability

- 1. Eliminate Waste**
- 2. Benign Emissions**
- 3. Renewable Energy**
- 4. Closing the Loop**
- 5. Resource Efficient Transportation**
- 6. Sensitivity Hookup**
- 7. Redesign Commerce**



Systems Map



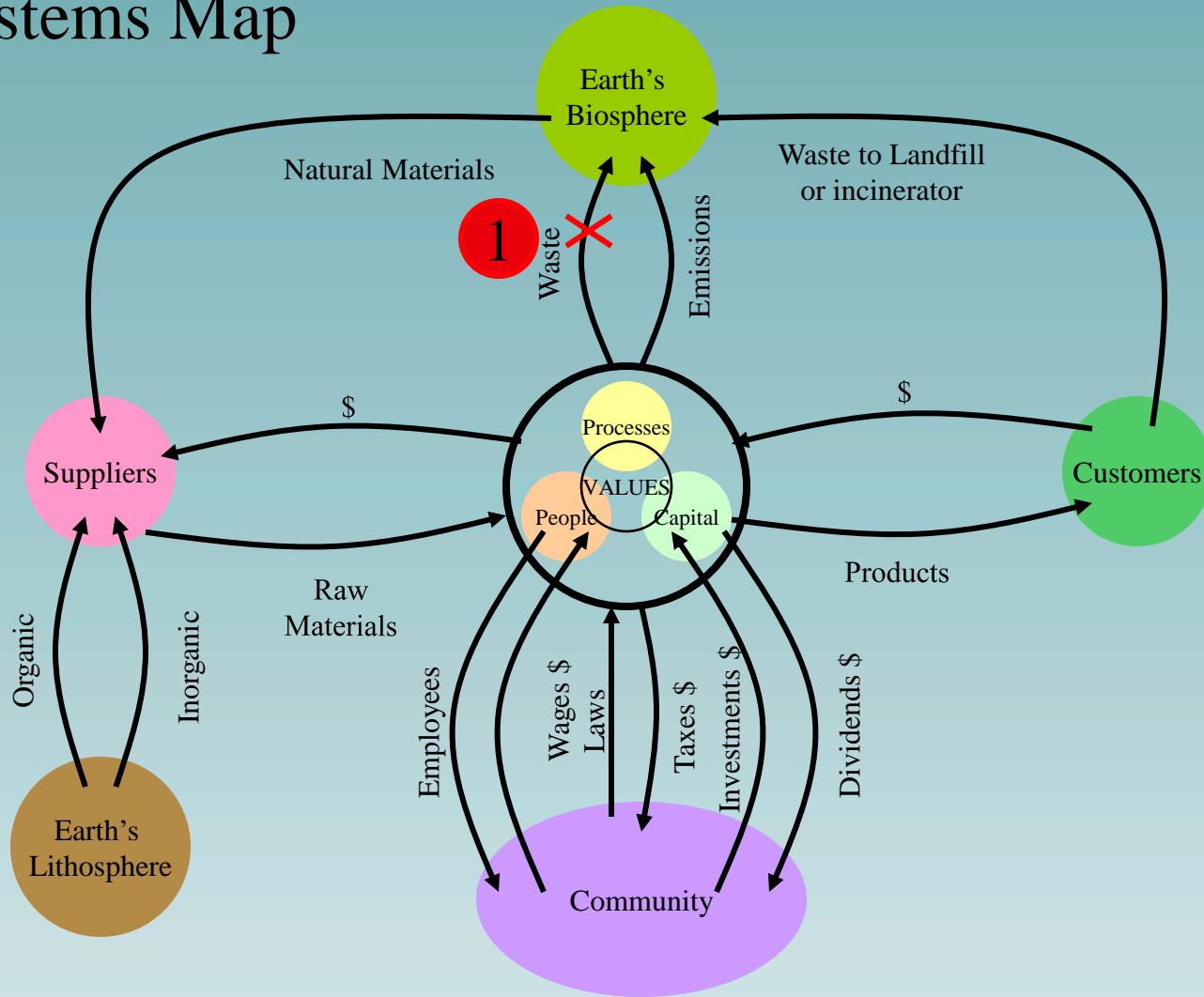


1) Eliminating the Concept of Waste

- “We define waste as any cost that does not produce value to our customers”
 - Not just materials and energy, but also “processes”
- **Reduce** waste and then **eliminate**.
 - Redesign products to use **less** materials and to **reuse** materials.

1) Eliminating the Concept of Waste

Systems Map



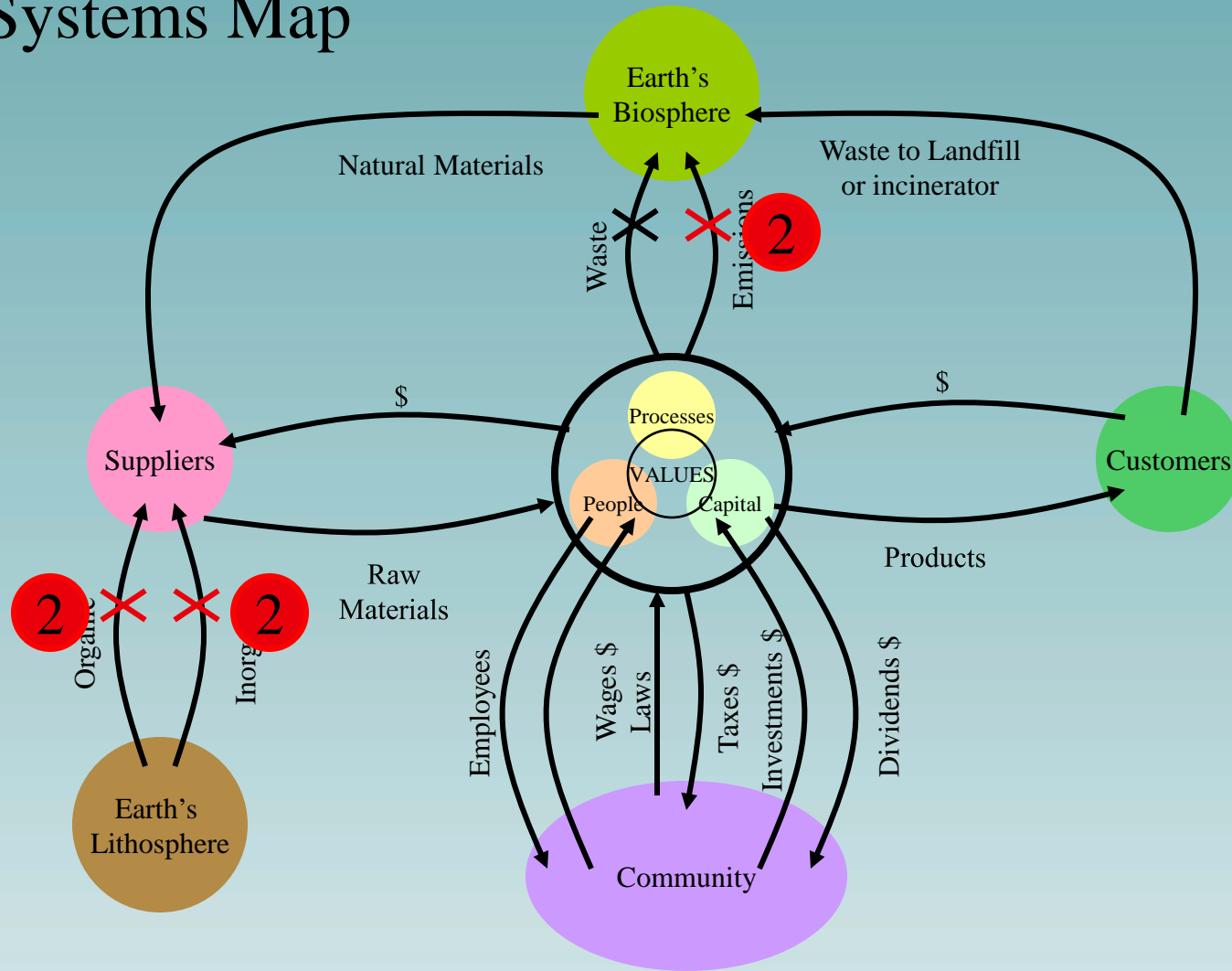


2) Benign Emissions

- **Elimination** of “stacks” and “discharge points”.
 - 83 of 272 air emissions stacks
 - 11 of 21 effluent discharge points
- “Prevent toxic substances from entering our factories in the first place”
- Eliminate dependence on materials from the earth’s crust

2) Benign Emissions

Systems Map



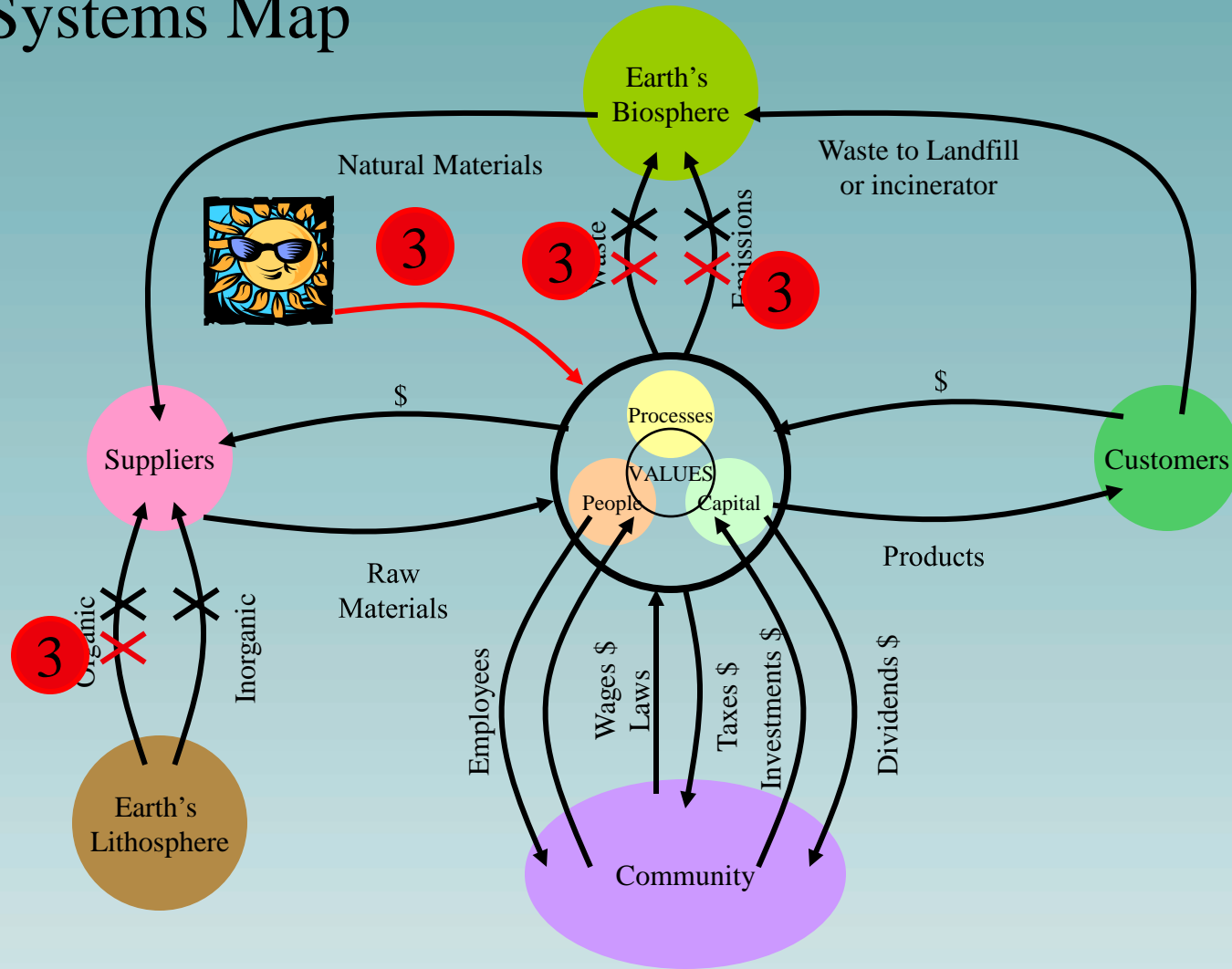


3) Renewable Energy

- Long-term dependence on solely solar energy, i.e. **substitution** of fossil fuels.
 - Gas turbines or fuel cells as flexible platforms
- First focus on energy efficiency, i.e. **reducing** consumption of electricity.

3) Renewable Energy

Systems Map



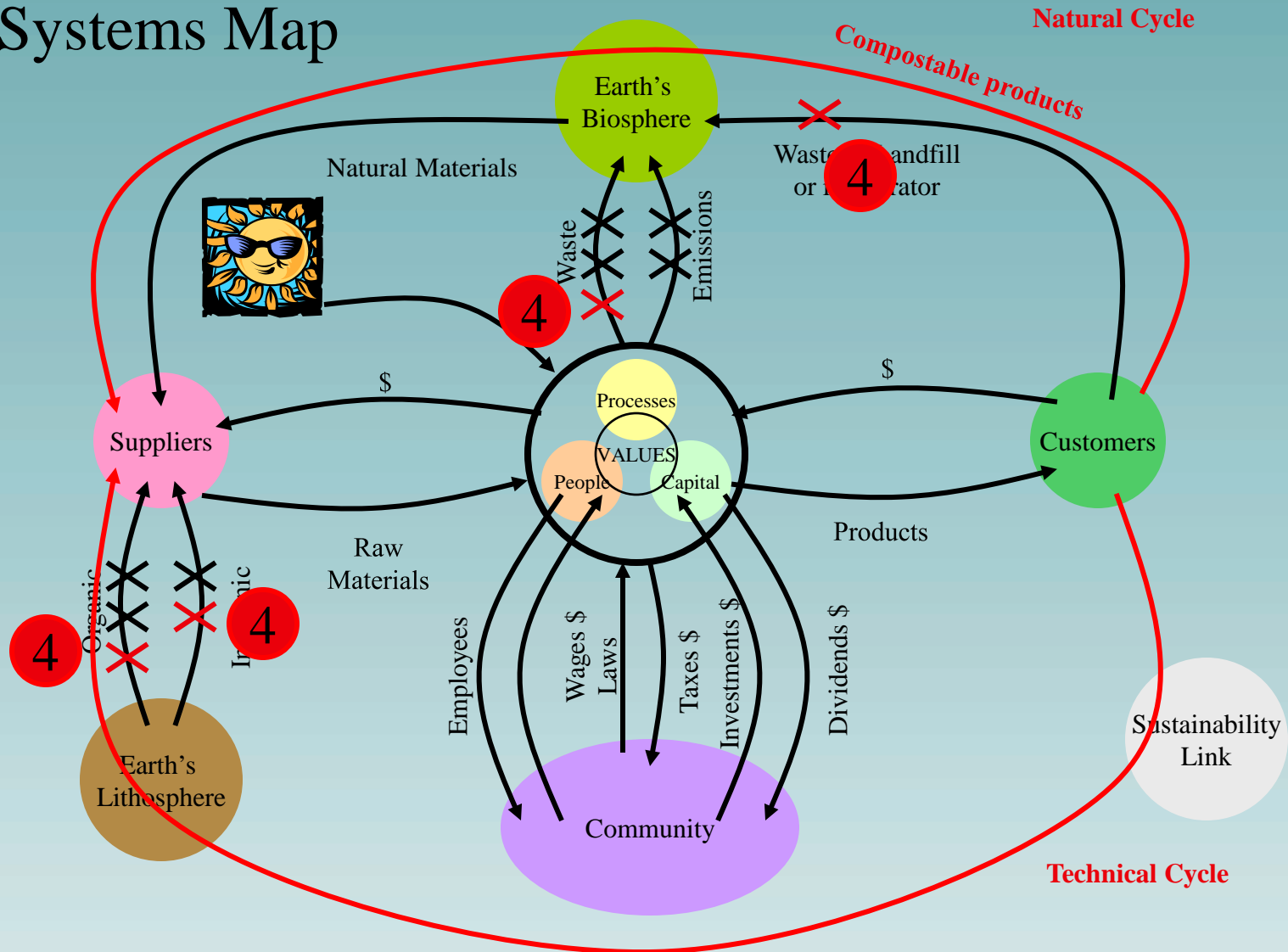


4) Closing the Loop

- Close Loop Recycling - “Cradle to Cradle”
 1. Natural, Organic Cycle - “natural raw materials and compostable products”
 2. Technical Cycle - “Giving man-made materials and organic molecules life after life”

4) Closing the Loop

Systems Map



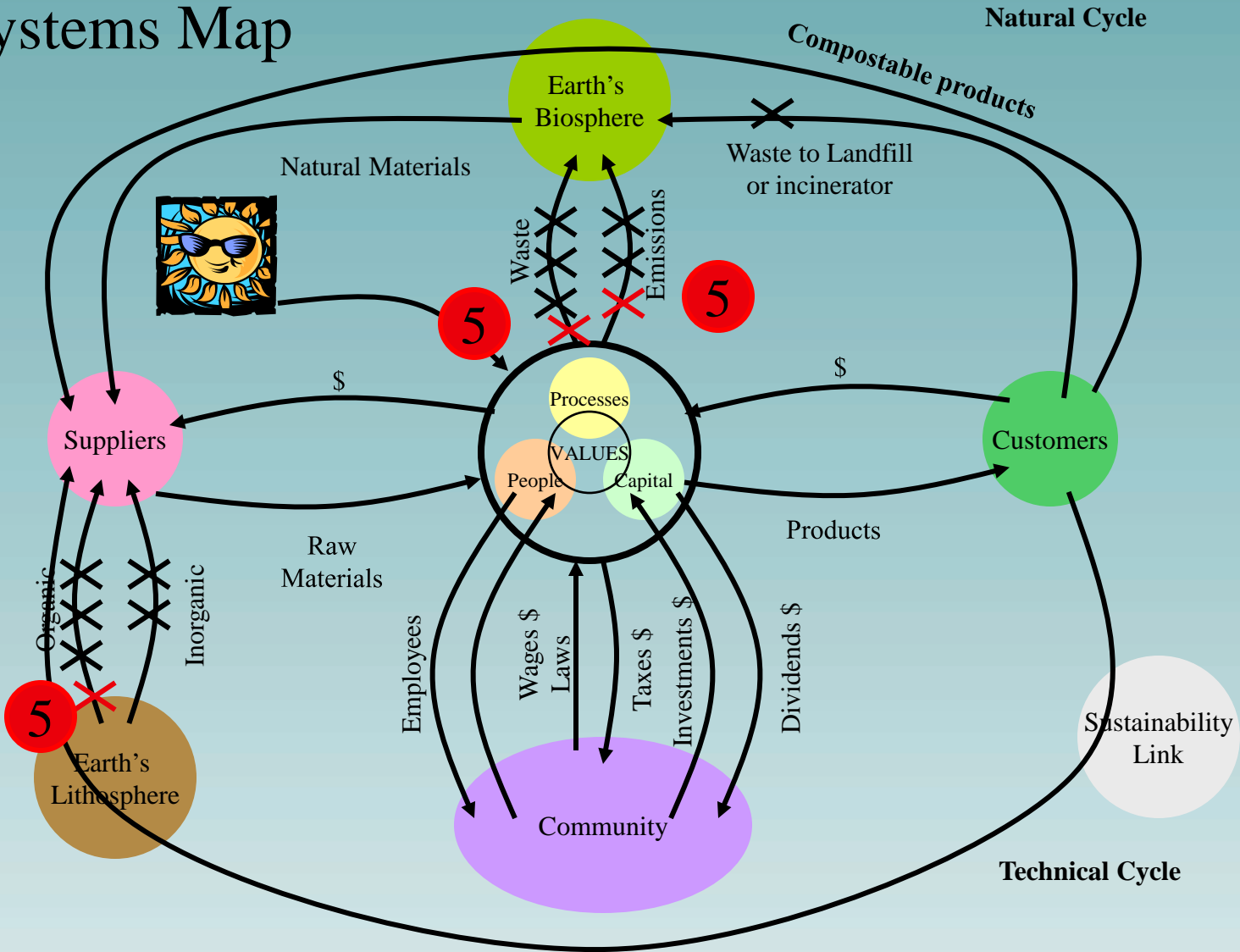


5) Resource Efficient Transportation

- **Avoid** transportation, for example through video conferencing
- **Reduce** transportation, for example through manufacturing closer to markets and better logistics
- **Switch** to more efficient modes of transportation
- Least within the control of the organization

5) Resource Efficient Transportation

Systems Map



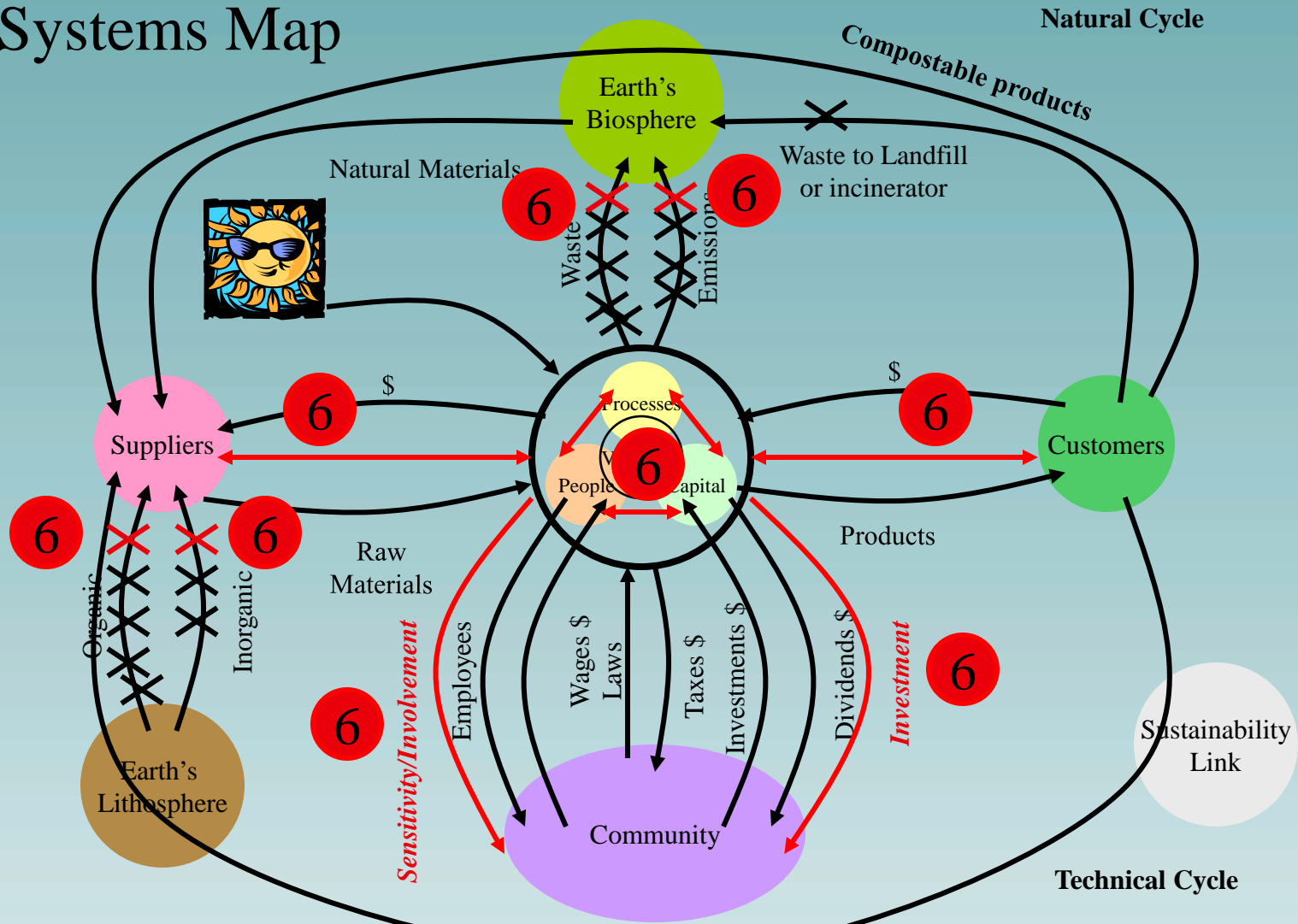


6) Sensitivity Hookup

- “Closer relations:
 - amongst **ourselves** to get all of us in alignment
 - with **suppliers and customers** to get all of us in alignment”
- “Service to the community through involvement and investment”
- “Increases the awareness of **thousands and thousands of little things** each of us can do to inch towards sustainability.”

6) Sensitivity Hookup

Systems Map



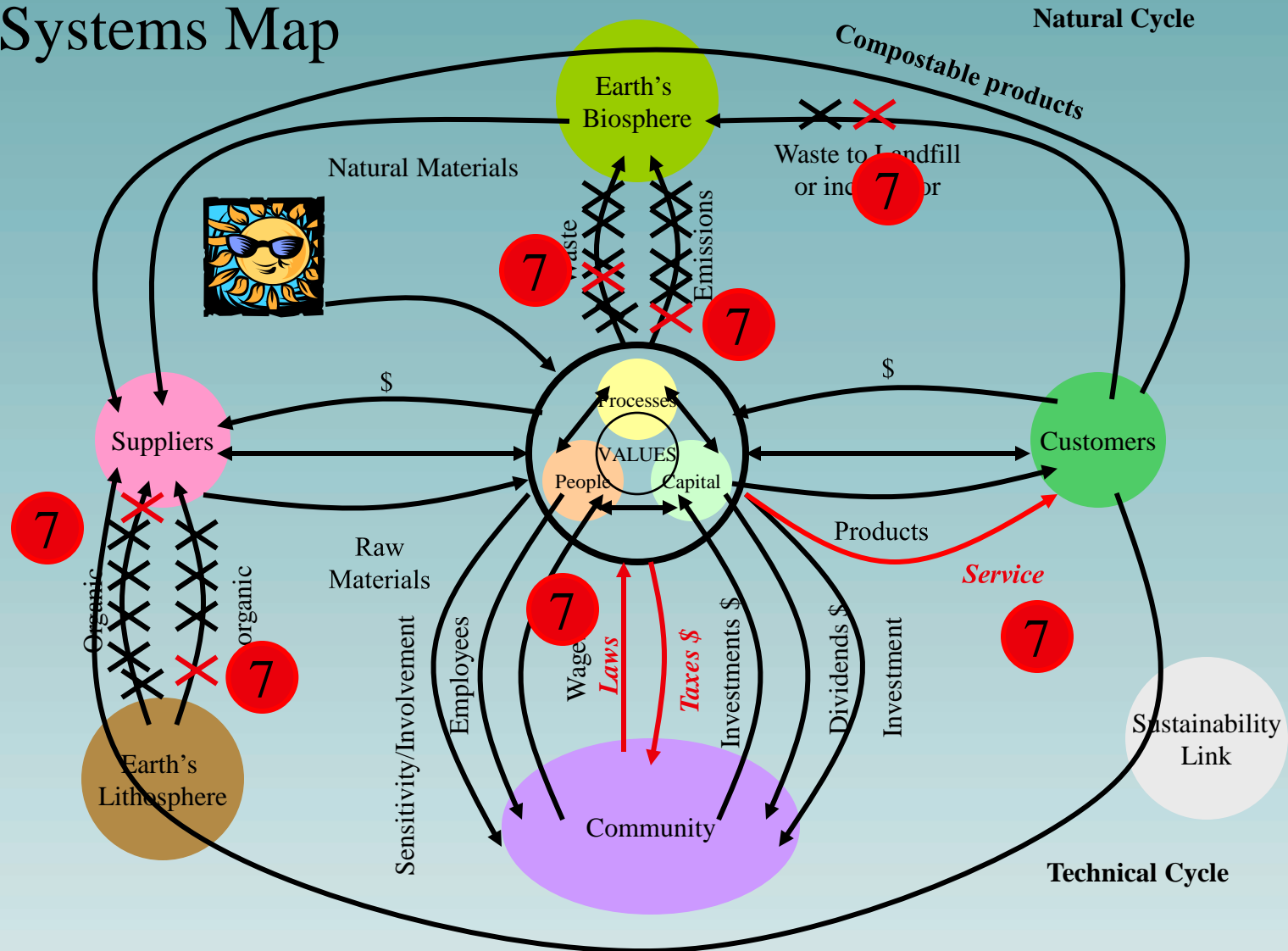


7) Redesign Commerce

- Shifting from selling products to **Selling Services**
- **Prices reflect full costs**
- **Tax Shifting**...from income and capital to pollution, waste, emissions, etc.

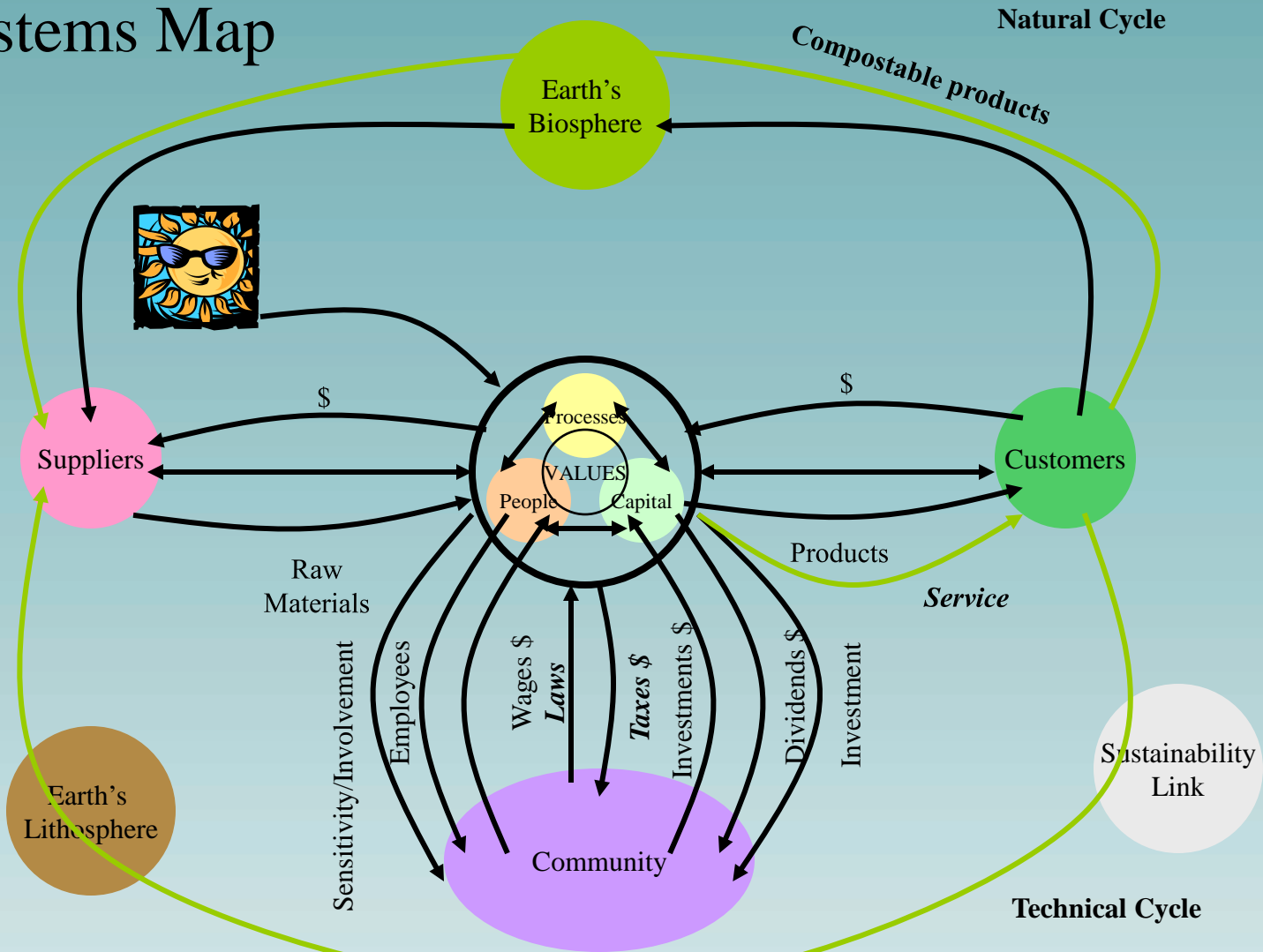
7) Redesign of Commerce

Systems Map



Sustainable Enterprise

Systems Map



Thoughts?