Cascade Engineering
Balance-Sustainability Through Innovation
May 5, 2010
Green Manufacturing Initiative @WMU
Sustainability
Innovation
how cascade thinks of innovation

Innovation

• a creation or new way of doing something that relates to any aspect of our business (products, processes, business models and channels-to-market).
• the results may be incremental, radical or revolutionary
identity, purpose and vision

company identity / core values

• being ethical and fair; valuing each person; encouraging *innovation* and continuous improvement; maintaining state of the art operations

purpose

• to make a positive impact on our society, the environment and to be financially successful

company vision

• sustainability and *innovation* in everything we do
cascade’s evolution

1973-1983: Process Focus
- Growth through capacity
- Reasonable cost and quality

1984-1992: Systems Focus
- Japanese production system
- Cost of quality
- Implementation of systems – HR to Quality

1993-2004: Strategic Focus
- Strong strategic thinking
- Multi-business approach

2005-2008: Centralized Focus
- Centralized functions
- New leadership
- Centralized operations – smooth back end system

Today: Market & Channel Focus
- Sophisticated front end businesses
- Creating products and channels to market
sustainability drives innovation

- innovation – reducing our impacts...
- sustainability – triple bottom line...

![Graph showing waste to landfill and incident rate over years]
sustainability drives innovation

social capital innovation

• welfare to career program
• quest sustainable solutions
sustainability drives innovation

product innovations

• using recycled content to improve environmental footprint
  • EcoCart® - 30-50% recycled
  • RACX pallet – 100% recycled
  • RFID tags, systems, software
sustainability drives innovation

product + business model innovations

• innovative water products
  • HydrAid® biosand water filter – targeted toward BOP
  • RainStore rain collection system – partnering with nextlife™
sustainability drives innovation

product innovations

• transportation group
  • light weighting
  • acoustical products
  • non-VOC coatings
sustainability drives innovation

product + business model innovations

• commercial group – Herman Miller
  • flute™ personal light
  • setu chair
sustainability drives innovation

product innovations

• renewable energy
  • SWIFT wind turbine
  • solar photovoltaic
  • www.chooserenewables.com
diversification – new business models

- Dashmat
- EcoCart™
- Swift / Lowe's
- Flute Light
- Choose

Opportunity Funnel

- Develop Product
- Strategically Source
- Manufacture

Business Units

- B2B
- B2C

Channels

Markets & Products

- Supply to OEM
  - CKT, Automotive, Commercial, Noble
- Direct to Market
  - Container, ISG, Decade, CRES
  - Noble, HydrAid
- Retail
  - CRES, Container
- Retail – Online
  - Choose, Container, Autostrata
Balance in All Things

- Technologies (Solar, Wind, etc)
- Markets
- Customers
- Triple Bottom Line (People, Planet, Profit)