

IMPACTful Dialogues: Focusing On Our Collective Future

Dexter Davis talks with Calvin Emanuel, PhD, vice president and general manager, Sustainable Growth Solutions, about finding purpose and creating a sustainable world.

Transcript:

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Voiceover: Safety first. Please start the podcast before driving

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do not interact with your phone while operating your vehicle.

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Dexter: Welcome to IMPACTful Dialogues, an Ecolab podcast that elevates inclusion, mindfulness,

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purpose, awareness, collaboration, and trust through executive conversations.

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I'm your host Senior Vice President of Global Diversity, Equity and Inclusion, Dexter Davis.

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Dexter Davis: Welcome to the eighth episode of IMPACTful Dialogues! Today

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we'll be speaking with Calvin Emanuel to discuss how he stays true to his purpose,

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why Ecolab is the perfect match for fulfilling that purpose and why driving

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sustainable growth is not just a preference, but a necessity. For those who don't know,

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Calvin works within Ecolab's Global Industrial group leading our Sustainable Growth Solutions.

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Dexter Davis: Calvin, I really appreciate you being here today, and I'm looking forward to

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the conversation. So my first question is, how do you stay true to your purpose in a

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corporate environment where the emphasis is on fiscal performance? We have our drive to sell,

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we know it's important. We want to make sure we're hitting the bottom line, and we know that we can

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deliver in a very effective and even best-in-class way. So how do you that, stay true to your purpose

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and still move forward when we're really trying to drive sales and drive growth for the organization?

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Calvin Emanuel: Yeah, Dexter. You know, for me, that is a simple and straightforward question. My

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team focuses on Ecolab Water for Climate, and what that really means is we help our customers drive

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down their water use in their operations to meet sustainability goals. For us, that focus on water

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is such a key part of what we do day in and day out. It makes it easy when we talk about helping

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customers drive down water use and be successful to make a direct tie to financial performance. We

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know when we help our customers lay out the path to water reduction, tell them what solutions they

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need to employ, and begin to execute, we bring in digital, consulting, and engineering. We know that

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each of these tools within the Ecolab portfolio drives to a meaningful outcome for our customers.

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It also means top-line sales growth for us as a company. So for us, it's really simple.

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Dexter Davis: Calvin, building on that a little bit, what is it like when you're

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having that conversation with the customer? How do they respond to

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that? Give us a peek inside that discussion with our customers.

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Calvin Emanuel: Yeah. You know, our customers are challenged today. A lot of our customers

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have to meet their continued financial growth goals and obligations. However, we're operating

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in a world where climate change is real, and water scarcity is impacting their operations. So for us,

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when we come in and talk to them about saying, look, we can help you be more sustainable, more

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resilient, and more profitable, it tends to open up dialogues. People are like, tell me more. How

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can you do this today? For us, it's the case that we get to utilize existing technologies within the

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Ecolab portfolio and use these technologies to drive down water use in a structured and

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efficient manner at our customer sites and even throughout their enterprise. That's the part that

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makes me really excited, Dexter. This is not a conceptual discussion. This is one where we

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actually can deliver outcomes where customers can reduce their water usage by 15-20%, 30% depending

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upon the industry, and know that it has a direct impact in the communities in which they operate.

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They can continue to generate economic income in the areas in which they operate,

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employ people, not utilize more water than they need to, and still be a viable company

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in the communities in which they operate. That's the part that makes me excited, man.

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Calvin Emanuel: I've got a young daughter, and I'm at the place in my life where I'm like,

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man, how can I leave this world slightly better, leave it in a better position than I came into

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it? That's where I get excited about Ecolab. Our core principles of planet health, people health,

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and business health are so directly tied to this, and that's what makes me excited.

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Calvin Emanuel: It's like we can make a difference day in and day out and really

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enjoy some of the benefits as a company and watch our customers be successful as well.

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Dexter Davis: That is great, and I would agree with you,

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Calvin. I think that purpose-driven part of Ecolab really is an opportunity. It really

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is kind of special how we have that opportunity. When you're helping your

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customers win at something that helps us all win in life, that's pretty impactful.

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Calvin Emanuel: Yeah, yeah.

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Dexter Davis: If we all want to have water, we all want to be able to do those things and

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be a leader in this space. When you talk about [Ecolab] Water for Climate and you personally,

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I just want to thank you for what you do for the organization and the impact

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that has globally on our world, which I think is really impactful and important.

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Dexter Davis: Could you share how you encourage that purpose-driven mindset

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in your teams and its effect on their overall performance?

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Being an engineer, output and performance is really big. So how do you manage that with your team?

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Calvin Emanuel: Yeah. So, Dexter, let me start off with I am a true geek and nerd. I wish I

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could claim to be an engineer. I'm a chemist, and I don't want to cause any offense to our

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engineering colleagues within the company. What I can say is I truly love the fact that when you

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take science and use it to get to an outcome, that's the great part of what we get to do.

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Calvin Emanuel: So, when I talk to my teams, from the viewpoint of we're applying science,

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but we're also generating real, tangible outcomes for our customers: water reduction,

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energy reduction, greenhouse gas production reduction. We're doing a lot of major things

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with these simple parts and pieces. It helps when our teams are also thinking about this

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as I'm not just helping a customer optimize a heat exchanger, I'm helping that customer

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drive down energy use because they have a more effective heat exchanger in their

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processes. When they drive down energy use, that means they're producing less greenhouse gases.

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Calvin Emanuel: When they're producing less greenhouse gases, that means we're reducing their

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impact or probability to cause climate change. Those are the things where it becomes real,

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in that we have meaningful, tangible impacts with our customers in the world we live in today. I

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can tell you our teams get excited about this. When we've had to recruit for positions and look

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for people to join our organization, what we find is people are excited for the opportunity

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to help our customers be more sustainable in their operations. In the industrial area,

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Dexter, just as a point of information, when we look at our industrial customers

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in industrialized nations, 60% of the water in those nations are used by industrial customers.

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Calvin Emanuel: The other 40% go to agriculture and homes. The industrial use of water and the

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fact that we focus on the majority of it with our customer base gives us the

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opportunity to really drive meaningful change on a global basis. And I think, my teams get

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excited because they know they're part of that operation that leads to that positive outcome.

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Dexter Davis: So, considering you're a chemist and you approach customers with that background,

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how as a chemist do you create chemistry with our customers?

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Dexter Davis: [Laughing] I couldn't help it. Go ahead.

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Calvin Emanuel: I love it. The way I create chemistry with our customers and

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it's a lot with our teams this is about how do you build and foster connections,

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how do you find common things that both parties can relate to. And the

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great thing for us at Ecolab is that we're really focusing on helping our customers

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be successful. We're bringing towards them TVD, the total value delivered.

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Calvin Emanuel: This is looking at how we can help them drive down energy,

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drive down their cost, be more efficient and effective in their manufacturing, and reduce

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waste. Total value delivered is a part of what we do day in and day out. And I can tell you,

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all of our customers are excited to understand the value they can get by working with Ecolab.

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It also helps when we think about what we do as an Ecolab Water for Climate team,

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to frame what we're doing not just around the cost of water, but around the energy, the greenhouse

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gas reductions that we can help our customers bring, the resilience in their operations,

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the improvements in brand value. It's a total picture that we truly impact, but that tie is

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finding those commonalities between our customers and ourselves. We want to be successful.

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Our customers want to be successful, and it's finding out ways that we can help them be successful.

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And that's the chemistry that you can tie together. Everybody wants to work with a winning team.

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Dexter Davis: I really love that. As you were thinking about this, it makes me think

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a lot of times when we're talking to potential candidates on campus, they talk about a lot of

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things you're talking about water conservation. What advice would you give to somebody who's

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just about to finish college, wants to get in this space, and they are really energized,

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and they really want to be a part of making a big impact that we're all doing in your space today?

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Calvin Emanuel: Yeah. And Dexter, I think the one thing I would tell them is there is no one

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single path that will get to what they're looking for. You know, I've come to learn

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and recognize that our engineering group that may carry out water recycle projects,

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they have a specific way that they bring the message forward. I work with people in the

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communications area in marketing and the way that you communicate these messages is crucial. The

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messages that we develop are the things that help to get people to want to move towards action.

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You need people with the right skillsets, the right abilities to carry out these things.

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When I've talked to our colleagues in the legal area, how do we do this in a manner that from a

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contractual standpoint that defines what we will do and what the benefits the customer will see?

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And how do we measure it? So there's no one single path that I can tell you will lead

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to sustainability because we need all disciplines to participate and support us in this area.

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We need sales. We need people to help communicate and engage our customers, build relationships,

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help us tie this message to their customers. And what they need, we need people in the

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digital area to build digital dashboards so that as we measure the water reductions,

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people can visualize it. There is anything you can do within the Ecolab family will have a direct tie

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back to sustainability. It's core to what we do. We may not call it sustainability. We may call it

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efficiencies or efficiency improvements, but it's all of those things that are truly sustainability

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related because it's producing more while using less inputs. That's what sustainability is.

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Dexter Davis: So Calvin, let me ask you a question again. Can you put your futurist hat on right now?

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So if you think 20 years from now, if you were to say the progress we're making, the efforts we're

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thinking we're making today, where do you think it will be when you think about sustainability

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and leveraging our resources better? Do you think we'll be in a better spot? Do you think

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we'll be having a different conversation? I'd love to get your perspective on that.

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Calvin Emanuel: Yeah. So I tend to have a positive view in that people are recognizing the need for

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change now. We're seeing new technologies. We're seeing green hydrogen. We're seeing

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green steel production. We're seeing companies go after carbon capture. And so with technology,

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science, and I'll say with a drive from consumers for change, and you're seeing governments start

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to say, "Hey, we need to see change as well." You're seeing stakeholders and businesses get

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engaged. And so you're seeing all the right movements. I think now it's getting to the place

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where people are starting to execute, to really drive a difference. So I think in the future

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we'll have to be using less water. We will have to be using more non-fossil fuel-based energies.

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We can't continue on the path we're on if we expect to have a world that we can live on longer term.

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Dexter Davis: Absolutely. You know, as I think about diversity, equity, and inclusion,

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the one thing that I think is really fundamental is that people understand that everybody can play

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a role, especially when you talk about being inclusive and being that person that's open,

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who listens, and is inclusive to everyone. What can we all do as each individual to

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make an impact on water conservation and making our world and our earth be around

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here in the future? So what can each one of us do to play a part in that?

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Calvin Emanuel: Oh, I love it, Dexter. So look, I'll give you three areas that we as individuals

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can play a key role. As individuals, we can look at our own water use in terms of showers

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and water within our own household operations. I think that's a key space where we all can control

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what we can control. We also typically work in corporate environments, and I think it's

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also about bringing it there. How do you help your company either utilize the best practices or

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make sure that your company values sustainability as a part of what they do and what they drive?

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And I think the third place that we all as individuals play a role is in governments. It's how we urge

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our governments to protect the environments in which we're all living in, in a manner that

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still allows for business growth as well as the ability to grow sustainably. Meaning you can grow

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while using less water, less energy, and producing less waste. That's the business

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growth that we all want to have. And so I think if you take those three areas, you

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can have a significant impact as an individual. I kind of go back to Mother Teresa, you know,

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she would go and help starving children. She may not be able to help everybody around the world,

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but she could help the person that was right in front of her. For us,

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this is a place where we need to start with our own selves, addressing our own water

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and energy use, and then think about how we leverage that to impact the broader society.

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Davis, Dexter: Absolutely. Well said, Calvin. Hey, once again,

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as always, I appreciate the conversation, my friend. Keep up the good work and the great

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work you all are doing around [Ecolab] Water for Climate. It's much appreciated, and I think

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we're clear now that we all can play a role in making the world better. Thank you, Calvin.

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Emanuel, Calvin: Thank you, Dexter.

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Dexter Davis: Our next conversation will feature Tiffany Atwell, executive vice president

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of Ecolab's Government Relations function. We will focus on her role, its impact on Ecolab's

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operations and broader mission, and how she manages diverse perspectives and opinions.