The New IT: Innovation Technology

Less than two months after Molex became a Koch company, Dave Robertson, KII’s president and COO, announced that Gary Matula, chief information officer for Molex, was being promoted to CIO for Koch Industries.

Matula was instrumental in helping Molex implement a technology vision that resulted in a single business system. The entire company now operates in real time, globally — a significant competitive advantage that has earned rave reviews from Molex customers.

“We want Gary to help accomplish the same thing across Koch,” Robertson said. “His primary responsibility is to assist our business leaders and IT professionals in integrating their technology and business processes.”

A new vision

Charles Koch, chairman and CEO of Koch Industries, believes this integrative approach has the potential to revolutionize the company’s capabilities.

“For quite some time I’ve felt that we needed a new IT vision so we can better serve our customers, exchange knowledge and improve the efficiency of the value chain,” Koch said. “That’s why we’re investing heavily in this area.

“We’re committed to using the latest information technology solutions to help transform the way we do business and how we acquire and use knowledge.

“To be clear, our vision is not to standardize all of IT. But I think we need to admit that we’ve been totally custom-ized for so long that we have to move the needle significantly,” Koch said.

“It’s a matter of balance,” Matula explained. “On one hand, you want to standardize IT capabilities where it makes sense, but on the other hand, you also need to support unique capabilities where further IT investment can help drive greater value and competitiveness.”

The spaghetti analogy

One of the most common difficulties a CIO faces is figuring out how to deal with conflicting IT platforms, especially after making an acquisition.

“The tendency is to put in a new system or try to blend with an old system,” Matula said. “You end up never really getting rid of the old stuff. After a while, it becomes like a big plate of spaghetti — all tangled up and difficult to unravel.

“Unwinding the spaghetti of aging and legacy systems takes time, but the result is a much more flexible platform that creates real value for the business.”

Matula says he’s learned from experience that the real issue is not so much technology, but alignment. “Our goals in IT should revolve around being business-focused, not IT-focused. To do that, we’ve got to have a strong partnership with each business. We need to be well aligned.”

Business Process Transformation

One of the largest technology projects underway at Koch is INVISTA’s Business Process Transformation initiative. This three-year project is designed to overhaul that company’s process and knowledge systems globally.

“BPT is a total business effort, not an IT effort,” said Jeff Gentry, INVISTA’s CEO. “This is about much more than just technology.”

After implementing BPT, customer orders that used to take up to three weeks to confirm will be processed almost instantaneously, and multiple data entries that used to be made manually will be automated.

“We’ll invest more than $100 million on this project,” said Reagan Mathews, INVISTA’s chief financial officer. “In return, we expect to do a lot more than just recover our capital investment. Fully executing the business improvements enabled by this platform will be one of our highest-value benefits.”

The journey begins

“IT transformation is a journey, not an event,” Matula said. “Implementation of programs like BPT at INVISTA are just the beginning.

“When you have a company as big, diverse and global as Koch, there’s a lot to grapple with — especially when you’re trying to mesh with the rapid changes that are inherent in the technology sector.

“But whatever the particular challenges might be in a given business, my goal is almost always the same: to leverage IT in a way that creates a strong competitive advantage for that company.

“That’s what we’re here for.”
Saying thank you seems so trite. From the bottom of my heart, you will never know what a blessing all of you at Koch have been.

Because of you, our Urban League conference featuring Steve Perry was a huge success.

Be blessed.

Peggy Elliott
Chairwoman, Urban League of Kansas
Wichita, Kan.

March 28 – Steve Perry, a Connecticut school principal and national commentator on education issues, was the featured speaker at a Koch-sponsored Urban League event in Wichita.

Perry talked about school choice, charter schools, and the importance of improving America’s criminal justice system.

As a young letter carrier for the U.S. Postal Service, one of my jobs was to pick up Koch Industries’ outgoing mail. I have been retired from USPS for 34 years but again have the duty of picking up your daily mail as a courier for a local company.

I have been able to see, first-hand, the massive expansion of Koch since 1980. I am able to admire all the building that is underway — all the while knowing that you are providing much-needed jobs to many in need of employment.

I get so tired of the attacks on Koch Industries and the Koch family when I see all this progress. I am thankful that you promote the values that have made America strong.

There are many, many more like me who are very grateful for all the Koch family has done and continues to do. May you continue to have great success in all your ventures.

Ronald Page
Derby, Kan.

Several years ago, we toured the home of Thomas Nelson in Yorktown, Va. He was a wealthy planter and one of the signers of the Declaration of Independence.

While touring his magnificent home, I was reminded that most of those signing the declaration were not poor rebels starving in the streets, but men of significant wealth who were willing to risk their wealth, their lives, and the lives of their family members for liberty and freedom.

A cannonball in the wall of his home is a reminder of what he put on the line for us.

Where are the leaders today who would have the courage to risk it all rather than sit out a presidential election for personal reasons? How fortunate we are that personal reasons did not deter our founding fathers.

A few months ago, I was asked about Charles and David Koch and why they should be so involved in the affairs of our nation. My response was that they are men of courage who, like our founding fathers, would risk much for our liberty and freedom. They do not do this for personal gain or fame, but for liberty and freedom for all.

Thanks for what you have done and continue to do for America.

Dan Zaloudek
President, Koch Oil Co. (retired)
Aiken, S.C.

Thank you so much for your generosity supporting our beautiful country. How sad we have people in our own land who try to destroy it.

My husband and I thank God each evening for the privilege of living in the USA. We cry for those who do not see all this progress. I am thankful that you are providing much-needed jobs to many in need of employment.

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Ronald Page
Derby, Kan.

I am writing to express my admiration for your willingness to enter the political arena to express your sincerely held beliefs in spite of the unfair attacks and vilification you receive.

I want you to know that your courage, conviction and participation are an inspiration to many Americans.

In my opinion, you are helping to preserve our Constitution and Republic. Thank you for what you are doing.

David Q. Bates
San Antonio, Texas

P.S. – Harry Reid’s comments about you indicate your efforts are successful.

Mary Keith and Arlyss Burns
Overland Park, Kan.

I want to thank you for your strong patriotism for our country and your courage to fight against our federal government when it violates the trust of the people.

For average citizens like me and my family, it is very frustrating to see all of the corruption and frivolous government spending of tax dollars go unchallenged.

We appreciate people like you who fight for change to improve and strengthen our country. God bless your family.

Dennis O’Hanlan
Seminole, Fla.

Thank you for what you are doing.

Serving our Constitution and Republic. In my opinion, you are helping to preserve the U.S. way of life for the people of America.

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INVISTA recently donated new STAINMASTER® carpet (complete with a pink bow) for the Atlanta offices of the Susan G. Komen Foundation. Georgia-Pacific has long been a major sponsor of the foundation in its fight to find a cure for breast cancer.

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**Shanghai** – As more than 300 onlookers applauded, senior officials from the Chinese government in Shanghai joined INVISTA executives in breaking ground for the company’s newest nylon intermediates plant.

The theme for the March 26 event was “Growing Together: a new era of nylon 6,6.”

This project, the largest capital investment in INVISTA’s history, will result in the world’s most efficient hexamethylene diamine and nylon 6,6 polymer plants. Both are being built at the Shanghai Chemical Industry Park, a 30-square-kilometer site on the north coast of Hangzhou Bay.

INVISTA has made several investments in China during its 10 years as a Koch company, but never on a scale like this. The project — which has been in development for several years — is expected to cost more than $1 billion.

The 215,000-ton HMD plant and 150,000-ton polymer plant, both of which are expected to startup next year, are only the beginning. INVISTA also has plans to build a 300,000-ton adiponitrile plant at the site.

Once completed, these new facilities will be among the most energy-efficient nylon intermediate sites in the world and will employ the company’s most advanced technologies for ADN, HMD and polymer production.

INVISTA’s chairman and chief executive officer, Jeff Gentry, calls China “one of the most important regions for our growth strategy. These facilities mark a very important milestone in the Chinese market and underscore our company’s commitment here.

“We have seen significant growth in this region and plan to continue bringing our latest innovative technologies here. We are working closely with our customers to build the local nylon and polyurethane markets.”

ADN, HMD and nylon 6,6 polymer are used in making air bags, automobile parts, carpet, workout apparel and outdoor equipment. Asian demand for all of these products is growing steadily.

“There’s no question that the use of polymers and nylon 6,6 intermediates is increasing,” said Warren Primeaux, president of INVISTA Intermediates.

“We believe that China is driving the global growth in nylon demand.

“Our new facilities in Shanghai will enable us to provide customers with better service, shorter lead times and a local resource for production,” Primeaux said.

“We’re excited to continue supporting the increasing regional demand for durable goods that can be enhanced by nylon 6,6.”

**Daesan** – When Koch Heat Transfer got the order to produce a series of heat exchangers for a new paraxylene plant in South Korea, it used its proprietary TWISTED TUBE® heat exchanger, a European technology acquired in 1994.

From the outside, these KHT heat exchangers look like simple vessels, not much different from the dozens of vessels that can be found in almost any industrial setting.

But inside each vessel are thousands of helix-shaped metal tubes that have been twisted like strands of rope, then bundled together.

It takes specialized machinery to precisely twist and cluster the tubes in a way that swirls liquids effectively and transfers heat efficiently.

In the case of the South Korean order, more than 50,000 tubes were required to make just six vertical feed/effluent heat exchangers.

TWISTED TUBE® bundle technology helps achieve an improved heat transfer coefficient by creating turbulence in whatever fluid is moving through the tube.

Its unique design also reduces vibration, requires less maintenance and uses less energy than traditional heat exchangers.

Headquartered in Houston, Texas, Koch Heat Transfer Company designs, builds and tests custom heat exchangers for clients around the world, especially those in the refining and chemical industries.

KHT is represented in every major country and has manufacturing facilities in Canada, Italy and the U.S. www.kochheattransfer.com/products/twisted-tube-bundle-technology
Like a seed that somehow grows into a tall tree, Koch’s fertilizer business has been busy expanding, innovating and redefining itself — all at once.

On March 3, the fertilizer group officially changed the name of its holding company to Koch Ag & Energy Solutions, LLC — a reflection of the fact that it has become much more than “just” a fertilizer company.

Included under the KAES umbrella are Koch’s fertilizer, energy services and methanol businesses, as well as a group focused on trading opportunities.

In terms of earnings, KAES is now the third-largest Koch company. It employs more than 1,500 people in 11 countries and has a presence on every continent except Antarctica.

Its base business — Koch Fertilizer, LLC — produced, transported or marketed almost 13 million metric tons of fertilizer products last year, making it one of the world’s largest fertilizer companies.

“Fertilizer is still our biggest business,” said Steve Packebush, president of KAES. “But we’re also into agronomics, which is really accelerating our value creation and innovation. We are building capabilities and have made significant investments to expand our portfolio of science-based products.”

In addition, KAES is involved in natural gas marketing and distribution, power generation and methanol, including supply and trading.

“We’ve become pretty diverse and are intent on becoming even more so,” Packebush said. “That’s why our name changed. We needed to reflect all that.”

Then and now

“I can remember when we considered selling our fertilizer business in the late 1990s,” Packebush said. “Obviously, we decided to stick with it, but we were essentially in survival mode for several years.”

Packebush says the real turnaround came in 2003. “That’s when we decided to invest in nitrogen production and build and improve our capabilities. It’s been non-stop around here ever since. “We’ve transformed ourselves from a small company with a narrow focus on North American fertilizer production into a diversified and global company.

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“I can remember when we considered selling our fertilizer business in the late 1990s,” Packebush said. “Obviously, we decided to stick with it, but

we really had to change our name to something that better reflected the breadth of our interests.

“Once they understood we were a larger player in the natural gas markets (because of Koch’s overall North American natural gas consumption), we started making some real headway.”

Kurt Kolbeck, president of Koch Energy Services, believes the Odessa acquisition was a strategic turning point.

“As our first investment in the merchant power sector, this transaction provided Koch with a solid operating capability in an important and growing market,” Kolbeck said. “It also provides a great complement to Koch’s commercial activities involving natural gas.”

Lessons and opportunities

As Koch Fertilizer grew and evolved, there were plenty of mistakes and hard lessons.

“For instance,” Packebush said, “about 10 years ago, we thought China would be a significant importer of urea (the world’s primary nitrogen fertilizer). In reality, China is now one of the world’s biggest urea exporters.”

Natural gas prices were another big surprise. Although the company expected a fairly narrow price range, gas prices from 2003 through 2012 were very volatile, ranging from a low of about $2 per million BTUs to a high of almost $14.

“We didn’t anticipate the fracking boom, either, which has absolutely transformed the outlook for natural gas,” Packebush said. “We’re seeing much more domestic gas production than any of us anticipated.”

To help KAES do a better job of anticipating trends and analyzing and interpreting data for all its businesses, it has built a global network of market analysis. It now employs more than a dozen market analysts in the U.S. and

Mega-what?

A key component in transforming the energy services business was the December 2013 acquisition involving a natural gas combined cycle power generating facility in Odessa, Texas. It was a transaction that caught many by surprise, including — at least at first — the plant’s employees.

“When we were introduced to the Odessa employees, they wondered out loud why they were talking to a fertilizer company. That’s when I realized that

Odessa power plant – KAES now owns this gas-fired power plant in West Texas. It has a 1,055 megawatt capacity and supplies power to a market serving 23 million customers.
almost as many in Beijing, Geneva, Singapore and São Paulo.

One of those analysts is Ryan Ramseyer, a 2011 graduate of Oklahoma State University. Ryan and his wife moved from Wichita to Geneva last year.

“When I was an undergraduate summer intern at Koch, I could see that this would be a great place to work,” Ramseyer said, “but I had no idea that so many opportunities would come along so fast.”

From his new vantage point in Europe, Ramseyer has seen how dramatic challenges can erupt overnight. “All it takes is one event — like the Russian annexation of Crimea — to really change the picture for our industry.”

Packebush notes that “the intensive and systematic work by our market analysis capability, in collaboration with other Koch business groups, helps us develop a reality-based point of view on key business drivers and other opportunities.”

Running vs. growing

Like most Koch companies, KAES is reassessing and updating its vision to reflect the recent changes to KII’s Vision and MBM® Guiding Principles.

To double its earnings, on average, every six years, KAES must do a good job of not only running its existing businesses effectively, but of finding and developing new opportunities.

“As a business leader,” Packebush said, “one of my challenges is to strike the right balance between running the business and growing the business. We can’t fall into an either/or situation. We have to be good at both and have the resources for both.”

The Koch Nitrogen facility in Enid, Okla., provides an example of that philosophy in action.

Last May, Koch announced plans to build a new urea plant in Enid, which also has one of the largest fertilizer production plants in North America. Combined, the cost of those investments will exceed $1 billion, making it the largest project in the history of Koch’s fertilizer business. Those investments are in addition to the $100 million already spent since 2008.

“This is an important project, not just because of the cost and size, but because of its significance to American agriculture,” said Chase Koch, president of Koch Fertilizer.

“When we finish our expansions in Enid, our fertilizer sales there will increase by more than 600,000 tons per year,” Koch said.

Work on the Enid expansion should begin before the end of this year. The revamped processes will be implemented in stages through 2016, the same year the new urea plant should become operational.

Elbow room

Steve Packebush is pleased with Koch Ag & Energy Solutions’ progress and prospects.

“I think we’ve positioned ourselves well for further growth in our existing businesses and I absolutely believe we’ve got some incredible opportunities ahead of us.

“To capture those opportunities, we’ve got to focus on finding the right people with the right mix of virtues and talents for our needs.

“Once we find them, we will focus on establishing clear roles, responsibilities and expectations for each employee. We want them to succeed so the company can succeed.”

Packebush is also very focused on knowledge sharing with other Koch companies.

“Whether it’s Molex or Koch Membrane, we’re not just interested in learning what they might have that can work for us. We want to help them succeed as well.”

www.kochagenergy.com

Enid facility – Koch Nitrogen is investing more than $1 billion in expanding and improving this facility.

The development of better agronomic practices and products has led to higher yields for grain producers around the world.
Making disruptions profitable

Anyone who has tried to read a book or an important article on a device that also offers Internet access knows what it’s like to be distracted. All it takes is one email, text, tweet or Google Alert to lose concentration.

The same is true for researchers or other innovators in a business environment. They want to focus on long-term projects of importance, but often get asked to stop and work on short-term needs instead.

Nearly 50 years ago, Charles Hummel wrote a pamphlet about this problem, calling it, “the tyranny of the urgent.” Hummel was inspired by a factory manager who told him, “Your greatest danger is letting the urgent things crowd out the important.”

Dealing with disruptions

Charles Koch has acknowledged the challenge of this problem. “All across Koch,” he said, “we’ve seen a tendency for those working on longer-term projects to be pulled off their work to deal with immediate problems and short-term opportunities.”

To prevent the tyranny of the urgent from sidetracking progress, Koch companies have used several strategies. One of the most effective is to establish disruptive innovation groups focused on advancing and building long-term innovation capabilities.

Flint Hills Resources was the first Koch company to set up this kind of innovation team. That group, established in 2010, leveraged both internal and external resources as well as technical, finance and business development talent.

Since the team’s formation, FHR has made equity investments in technology companies, significant business acquisitions and created new lines of business — all at a pace that was unimaginable in the recent past.

In addition, the knowledge and capabilities gained by FHR have reshaped its vision and strategies.

Other Koch companies have followed suit by establishing their own innovation groups. Each of these groups understands the importance of working on the right priorities rather than innovation in general.

Working on the wrong priorities or too many things only leads to waste. Koch management seeks a balance between incremental, step-change and disruptive technologies.

Perhaps management icon Peter Drucker said it best: “There is surely nothing quite so useless as doing with great efficiency what should not be done at all.”

Let’s talk about it

Koch companies are constantly experimenting with ways to further improve knowledge sharing and accelerate innovation.

“Simple as it may sound,” Charles Koch said, “one of the most effective tools for this has been our annual innovation conference, where internal and external presenters share best practices and stimulate discussion and challenge from the attendees.”

In early April, nearly 100 people met in Atlanta for this year’s conference, organized by John Pittenger, KII’s senior vice president of strategy. This year’s themes were working on opportunities that matter and managing priorities.

“This year’s conference was a little different,” Pittenger said, “because it included Molex and the former Buckeye Technologies for the first time — two companies with great innovation capabilities.”

Some of the topics up for discussion were predictable, such as sharing best practices. But there were also progress reports on disruptive innovations, such as INVISTA’s work on creating bio-derived routes to intermediate chemicals.

“The biotechnology initiative at INVISTA has huge implications and is pretty far out there,” Pittenger said. “Its team in Wilton, U.K., is now on the cutting edge for that technology.

“Koch Ag and Energy Solutions is also pushing the envelope in a big way. In dollar terms, agronomics is one of our biggest investments.”

Experiment early, adopt timely

The list of disruptive innovations of interest to Koch is lengthy and diverse. It includes new IT products and services available from the cloud, more effective and efficient plant nutrition solutions and bio-based processes, wireless power sources and specialized training tools.

“Disruption is a very positive thing,” Pittenger said, “because it’s a form of creative destruction. We don’t always know where the next breakthrough will occur, but we do know a couple of things for certain.

“First, the pace of disruptive innovation will only accelerate. There’s no slowing down and there’s never any turning back.

“Second, and this may be even more important, the majority of disruptive technologies that lead to the demise of great companies come from outside their traditional businesses.

“We want to develop, own and promote as many innovations as possible ourselves, but we also have to be ready to respond to and embrace new ideas that may come from totally unexpected sources.

“To do that, we have to focus on the things that matter and carefully manage our priorities. One of our scientists boiled all that down to just four words: ‘Experiment early, adopt timely.’”
On April 30, 2004, subsidiaries of Koch Industries purchased INVISTA from DuPont. The purchase price was $4.2 billion, including assumption of debt and certain interests. At the time, it was the largest acquisition in the history of KII. INVISTA’s first acquisition as a Koch company came in 2006, when it acquired Honeywell’s nylon 6 bulk continuous filament business in the Asia-Pacific region.

A year later, INVISTA became the first international company to commit to the production of air bag yarns in China. The company is now a world leader in production of those fibers.

In 2009, INVISTA launched its Engineering Polymers business, which focuses on making reinforced nylon resins for automotive parts and other demanding applications. The EP business’s TORZEN® PA66 resin brand — capable of withstanding the stresses in engine compartments of high-performance vehicles — was introduced in 2011.

INVISTA has made an ongoing series of significant investments in research and development, including multiple R&D facilities in North America, Europe and Asia. After investing more than $40 million in a chemical intermediates R&D initiative over a four-year period, INVISTA was able to introduce breakthrough adiponitrile technology in 2012. ADN is a key raw material in nylon 6,6 production.

INVISTA recently invested more than $100 million to build a new LYCRA® fiber production plant in Paulínia, Brazil, home to one of the best safety records in all of Koch Industries (39 years without a lost-time injury).

Aggressive investments in biotechnology that began in 2012 may help INVISTA find new ways of making essential raw materials and chemical intermediates from bio-derived sources at potentially lower costs.

Licensing has led to rapid growth of INVISTA’s technology share worldwide. Today, INVISTA’s technology accounts for two-thirds of the global licensed production capacity for purified terephthalic acid.

INVISTA has also grown through acquisitions. Three of its most recent include the maker of TECGEN® brand flame-resistant apparel, Europe-based ADVANSA and a polymer compounding facility in the Netherlands — all since 2012.

Don’t stop

INVISTA’s many accomplishments since becoming a Koch company have helped create an excellent foundation for growth.

Jeff Gentry, INVISTA’s CEO, sees no reason for any of this growth, innovation or change to stop.

“Creative destruction has been evident across INVISTA ever since our acquisition in 2004,” Gentry said.

“That’s why we will continue to invest in whatever creates or extends our capabilities and competitive advantages around the world.”
We just concluded a very important Environmental, Health and Safety Excellence conference in Atlanta. It was attended by more than 650 people representing dozens of Koch companies.

All of the attendees, whether from North or South America, Europe or Asia, were interested in learning more about EH&S excellence and in sharing practices and knowledge toward achieving excellence.

In my opening remarks, I summarized some of the most recent data regarding our environmental, health and safety performance. In terms of lagging metrics, 2013 appeared to be a good year for Koch companies overall. But the metrics don’t tell the whole story. While it is true that we continue to make EH&S progress, what defines 2013 is that three of our co-workers lost their lives on the job.

No matter how much our overall metrics improve, it is obvious that we need to do even more to reduce the risks that could lead to serious injury or death. We cannot allow ourselves to think we’re okay just because we have fewer serious incidents than our peers. Our central safety goal is to achieve zero injuries.

Importance of vision

EH&S excellence is a thought process that begins with vision development. Following the recent updates and revisions to our MBM® Guiding Principles and KII Vision, we have also revised and updated our vision for EH&S excellence.

That vision is “pursue safety and environmental excellence in order to keep people safe, protect the environment and create long-term value for customers, the company and society.”

Charles Koch, in his comments to conference attendees, emphasized the importance of getting everyone to internalize this common vision for environmental, health and safety excellence.

“The role of business is to produce products and services in a way that makes people’s lives better,” Koch said. “It cannot do so if it is injuring people and harming the environment in the process.”

We believe in EH&S excellence, not only because it is the moral thing to do, but because it is the best for the business, the environment and society. It is yet another way that we can help make people’s lives better.

Going beyond

EH&S excellence is not only about complying with government regulations, but also doing whatever it takes to protect people and the environment. It is obvious that we still have a long way to go in that regard.

Achieving our vision can be as much about what we don’t do as it is about the things we are doing. For example, I believe we need to look for options to eliminate or substitute risk rather than just trying to manage it, which is often the tendency.

There are lots of ways to do this. We can mitigate risks by eliminating certain activities, developing safer designs or implementing better operating practices. But one thing is not optional: when faced with an unacceptable risk, we must eliminate it.

This is where prioritization becomes important. Our top priority should always be to identify and focus on those risks that can cause the greatest harm to people and the environment.

After addressing those priorities, we need to be proactive in looking for opportunities to reduce our footprint in a manner that creates value for our businesses.

The billion-dollar expansion and new technology proposed for Koch Nitrogen’s plant in Enid, Okla., is an excellent example of this. More products will be produced at a lower cost, with fewer emissions and less use of resources.

EH&S excellence also involves building constructive relationships with government officials, communities and non-government organizations. FHR’s approach to the permitting process for the Pine Bend Refinery is a model for other Koch companies to emulate.

We need to look for opportunities to address EH&S issues in a manner that creates value for the company and our communities.

Continuous innovation

All across Koch, we are seeing a heightened emphasis on innovation. EH&S excellence is no exception to this.

We always need to find new and better ways for designing equipment and processes or running our operations. Many of those improvements can be developed internally. Others need to be adopted from outside Koch as their value becomes evident.

We spend a lot of time pointing out deficiencies, peer practices, substandard conditions and so forth. But we need to spend more time rolling up our sleeves and validating our performance through teaching, mentoring and showing what “good” looks like.

Most people want to do a good job. Helping them to understand best practices and why achieving them is integral to our long-term success will drive far better results.

One other point is worth mentioning. Most people want to be on a winning team. That’s why, at our Atlanta conference, we took the time to recognize progress and celebrate success.

When it comes to EH&S excellence, you can never have too much success.