

## Business of Story Podcast with Bruno Sarda - How Sustainable Is Your Story?

Park: Welcome to the Business of Story, where we explore the intersection of commerce and storytelling to help you, all of our wonderful listeners, how to use storytelling to help advance your missions and your brands and your programs further faster. Hi, I'm Park Howell. With me today is a great friend of mine, Bruno Sarda who works with Dell and Bruno and I work together at Arizona State University in the School of Sustainability.

Today it's great to have Bruno here because this gentleman has actually traveled the world talking about not only Dell Computers, but he is a true voice for sustainability and storytelling is at the core of everything that Bruno does. Welcome to the show, Bruno.

Bruno: Hi Park, thanks for having me.

Park: It's so awesome to have you here. You and I got a chance to meet a few years ago at a conference here in town and we became fast friends. It turns out that Bruno lives just around the corner from the office. But you didn't start here in Phoenix, did you?

Bruno: No, no, I've had a checkered relationship with Arizona. But I first moved here actually 30 years ago from Paris, France where I grew up and since then I've lived in California, I've lived in Texas, I've lived in Dublin, Ireland and I've been back in Arizona now for several years.

Park: Now, I've been around your neighborhood in Paris and I can only imagine when you moved out here, you were what like in the 10th grade, 11th grade?

Bruno: 11th or 12th actually.

Park: 12th grade. So that must have been quite a transition from downtown Paris to Phoenix, Arizona.

Bruno: Yeah, that was quite a culture shock I have to say. Back in those days Phoenix was a much smaller town than it is today and not nearly as cosmopolitan, I would say. It was very hard to find a cup of espresso for example. You had to go up to the Borgata in Scottsdale. That's the only place I knew where to find a cup of espresso for example. But I endured and it was kind of the Wild West of those western movies I'd seen growing up, so there was a lot to discover.

Park: Well, speaking of the Wild West, we were just in France a month or so ago. Bruno and I were working with ASU actually down in Amsterdam and our wives and Bruno and got a chance to get together for a day in France and I got to tell you it was the most fun I've ever had. Bruno borrowed his brother's car and it took us for a wild ride kind of like Mr. Toad's Wild Ride at the amusement park all through Paris down the south of Paris to the beautiful park down there. We just had a ball. So it was fun to experience Paris with a Parisian even though you've been transplanted here for a number of years.

Bruno: Yes.

Park: Now, Bruno you are the Director of Sustainability Operations for Dell.

Bruno: Yes.

Park: What does that entail?

Bruno: Well, it's not a great title to be sure, but so far I haven't come up with a better one. It really is the business end of sustainability. I'm not a scientist. I have a business background.

Park: Communications and marketing background, don't you?

Bruno: Right.

Park: Yeah.

Bruno: My role is really about business management, business integration, business strategy of sustainability. So how to make business sense of sustainability at Dell and how to integrate sustainability into business at Dell.

Park: In our work together, you've been working and teaching over at ASU for what five, six, seven years?

Bruno: No, about four and a half now.

Park: About four and a half years. And you are an adjunct professor as well as a senior sustainability scholar for the Global Institute of Sustainability at Arizona State University. And I have to keep looking over my shoulder to read all of Bruno's titles because he's quite accomplished not only in the business world, but certainly in the sustainability world.

So at the heart of sustainability. And so everyone knows that Bruno and I teach together. He was kind enough actually to bring me into the program, The Executive Masters for Sustainability Leadership Program that is at Arizona State University as the part of the Rob and Melani Walton Sustainability Solutions Initiatives. Man, I started to get all those titles out.

But Bruno teaches a global context thread in IT and communications in storytelling and we have two other incredible instructors. And Dr. George Basile who teaches strategy and Dr. Kevin Gazzara who teaches leadership.

Anyway, Bruno everything that you have done within your career and certainly what you've done in sustainability now has revolved around being able to connect with people and explain the engineering, the data, the jargon that often sustainability professionals get lost in. And believe me you and I have been to enough conferences that you sit there and you listen to these mind bending presentations. How have you brought story to your work not only at Dell, but early in your carrier and especially in sustainability?

Bruno: Well, you know, I find in my work, I've often had to help lead disruptive change and transformative change for the last several years and sustainability for about 15 years.

Before that it was really about the Internet, that was kind of the inception of a lot of Internet based commerce. I spent about 10 years with Charles Schwab and changing not only how the Internet permeated the organization, but how it transformed the experience of the individual investor through the power of their computer and the Internet.

And what I find is, change is hard, even when its change people want. And we all know that, I mean, we all want to get more fit. We all have these resolutions. There are things we want that require us to change and change is hard because we're set in our ways. There are routines, there are distractions, there are barriers, there are all kinds of dragons along the way that get in the way.

So part of what I found works really well is to get people really excited about the desired outcome. Because if you get excited about the desired outcome, the right desired outcome. Then it makes all the work needed to reach that outcome easier because you can always relate it back to what am I doing this for. And I find for example, for many people that I talked to, and I'm certainly not an expert in this field.

But for example, losing weight is a good example. Like at the end of the day like weighing less, I mean, it's not something that's really exciting. People maybe they want to look better, maybe they want to feel better, maybe they want to be able to do something again that they weren't able to do for many years. So for example, if you focus on, "I want to lose weight." That's not necessarily a great goal.

I find it's the same in sustainability. You're trying to describe a future state that most people will agree as better. And then you get them to agree that in order to reach that desired future state that things will be needed, change will be needed, behavior modification will be needed. And you try to describe that positive or that desired future outcome in some kind of affirmative or positive state. So it's something you want more of or something you want to see happen.

You don't want to describe that future state as a negative, as something you don't want, which is a problem sometimes in sustainability. We talk about avoiding all kinds of bad things. But again, we're not very good at that as human beings, whether it's what we eat, whether is for people who smoke or driving more or less safely. Avoiding problems, avoiding catastrophe isn't something that is ultimately a very strong motivator. But wanting something really bad and working for it, that we know how to do.

Park: So you want to tell stories of future people. This is the story, the journey that you want to get into now because you really are trying to get to the same goal, so you start with the end in mind.

Bruno: You start with the end in mind and then you make sure you sell the why, not just the what. So you describe here's where we're trying to go. Here's why that matters. Here's why that's important. Here's why that's better. Here's how it's going to feel. Right? So you try to get people to experience what that future state might feel like. Because again, that really gets to a different set of emotions. And maybe it's for them, maybe it's for somebody else.

But again, you try to really describe it to use stories, to use examples. We really try to bring kind of a face and a name and color and pictures. And when we're trying to tell our sustainability story even though it's also filled with data, numbers and science and statistics and chemical formulas and all kinds of things.

At the end of the day it's about the individual stories, whether it's the women entrepreneurs we're helping rise out of poverty in Kenya through a different way to harvest e-waste and keep it out of the environment. Or whether it's our solar powered classrooms in South Africa and how they're enabling children who lived literally in town where there's no electricity. Or school buildings to have solar powered mobile classrooms and have access to technology in the Internet to have a window into the world and an opportunity in a different kind of education.

So trying to tell the stories, trying to show what it would mean for these individuals as opposed to just saying, "We want to increase education by X through the power of technology." Because it's good too, it's just not quite as inspiring.

Park: So let me ask you your why story. Why did you get in the sustainability?

Bruno: It's probably a story that started a long time ago. As I mentioned earlier I grew up in France. One of my childhood heroes was Jacques Cousteau, the famous oceanographer, whom I really admired not just because of what he stood for, but how he went about doing what he did. He was an inventor. He was an amazing story teller.

He invented the Aqua-Lung, which is basically what became the scuba equipment that everybody uses today. He invented all kinds of new technologies like underwater cameras in order to be able to document what he was trying to do. His mission was to tell great stories about how beautiful the oceans were beneath the surface. He lived in a time when many people thought once you threw something in the ocean and it kind of cleared beneath the surface, it's like, boom it's gone, problem solved.

Park: Out of sight, out of mind.

Bruno: Right. And so I found that really inspiring. And he was always such a positive character. He loved to tell positive stories about people, about communities, about ecosystems. He wasn't about trying to blame or shame people, but really about making us love what he loved, so that we would all want to protect it. So I think that's where really my personal ethos started.

I was fortunate my grandparents had a summer home on the coast of Spain, so I would spend weeks every year there and got to snorkel for hours every day and later on scuba dive. And so I got to kind of connect directly with part of what Cousteau was talking about and I got to experience a lot of what he was talking about. A lot of trash, a lot of people had thrown all kinds of garbage into the water from boats or from the shore. And so I always had this personal commitment or connection to nature and its importance of not polluting it.

Now, I studied marketing, minored in Spanish actually. I went to work originally again in financial services. I got caught up in driving Internet adoption and the rise of e-commerce. So for many years I really then had an opportunity to connect my work to

this passion. Before I started with Schwab, I actually tried to start a business and then I realized I wasn't cut out to be an entrepreneur, but I was going to do environmental bioremediation. And again, great idea. But again, it was about running a business much more than it was about cleaning up the environment. And I was in my early 20s and definitely not right for the time, trying to again basically create an industry that didn't really exist.

But what I did learn through all my years of again, kind of making this disruptive change that was the Internet happen was, learning kind of how to do that and how to get people comfortable moving through change. And then one day I started hearing about what we're doing at Dell in the field of sustainability. I started connecting with the people doing that work. And then in conversations we found that we had a lot of things to bring to each other day.

They really would help me connect to some of my personal passions and mission around doing something greater than maybe just commerce. And then I could bring to them this kind of business discipline and rigor and experience of helping organizations and their stakeholders and customers move through this kind of change. So that's how I got into sustainability.

Park: Well that's great. Well, when we come back because I would like to throw a little story from our sponsors, I want to hear a little bit more about Dell and how you moved from the computer world or the technology world, I should say, into sustainability and the fun you had in that process. So more of Bruno Sarda right after this.

Park: Well, welcome back to the Business of Story and my guest today, Bruno Sarda, the Director of Sustainability Operations at Dell. Bruno, you were just starting to tell us about your work getting involved with sustainability at this great technology giant Dell. How did that all come about?

Bruno: Well, you know, one would say that Dell became a business through sustainability of sorts. When Michael Dell famously started building and selling computers in his dorm room and ultimately became America's youngest billionaire, etc. He really invented a much more sustainable way of bringing technology to market and really pioneered this kind of concept, a very streamlined just in time manufacturing for technology. So efficiency and speed to market and this notion of build to order because really that was very different when Dell started basically saying, "You're going to order a computer and we're going to build it for you in like two days." Rather than build a bunch of stuff and then hopefully sell it.

Fundamentally there's something very efficient about that. So efficiency has always been really at the heart of the company. From the early '90s, Dell was at the table collaborating with the EPA and others on developing the first ENERGY STAR standards. Again, because we got efficiency and this case energy efficiency was also in our mind. When you sell as much technology as we do our customers collectively spend billions upon billions of dollars in electricity, powering the technology that we sell them. So even small improvements and how efficient the technology is actually means a great deal to our customers bottom line and of course to the environment as well in terms of reduced carbon emissions.

So it's very much been part of our story from the start. Even again in the '90s we were working with recyclers, bringing them in, in the design stage and asking them to help us design computers that would be easier to recycle and disassemble. Because something was recyclable, that's great, but it doesn't mean it's going to be recycled. Something that's recyclable will get recycled if somebody can make money recycling it. And so if it takes a long time to take apart a recyclable computer, nobody's going to have enough margins to make money off of the parts. So it's important for the product to come apart fast enough for a recycler to make the decent margins doing that, but not so easy to come apart, that it falls apart when you're trying to use it.

We started pulling some of these stories together sometime ago. Actually, we published our first sustainability report. Although at the time it was called an environmental progress report in 1998, 17 years ago. It's still on our website there today. You can see every report we've ever published. And of course, it doesn't have nearly as much as what we have in it now. But already we've been at this for a while. We helped co-found the electronics industry, citizenship coalition. We've been doing carbon disclosure since it started. So we've been doing a lot of that. And again, these are all important if you will, kind of corporate responsibility types of things.

But really the story that has helped drive this all along. Again, we're a founder led company. I've been fortunate to work for two founder led companies for the last 20 years. Charles Schwab and then Dell and both Chuck Schwab and Michael Dell are very kind of charismatic responsible inspiring leaders. And Michael who loves technology. I mean, there's probably few people in this world who love technology more than he does. But he says, "Technology isn't about technology." Technology is about what it can do and specifically it's really about enabling human potential.

He's always trying to get us to think about what is technology good for, whether it's technology in healthcare, technology in education, technology in helping people connect maybe through something like Skype, technology in again, industrial design, in helping predict the weather or helping flight planes, etc. And so from there we've had this very strong kind of call to action around the company to try to think that way. And to think about, how does sustainability fit into that? How can we try to unlock our own potential or our customer's potential through sustainability? And then you see some of what we've done. For example, we've had a very, very interesting innovation through our packaging solutions. For example, with materials like bamboo and mushroom and wheat straw and actually methane from manure that we turn into a carbon negative bioplastic.

Park: I'm going to interrupt you there because I want you to hold those stories here for a minute because I love those and I really want you to be able to milk those. But first, I know with all the great intentions and you would share this earlier with me and with Dell. It doesn't always go the way you think it's going to go. Tell us about the time that Greenpeace draped a banner over your office.

Bruno: Our office is actually in multiple countries.

Park: Okay.

Bruno: Yeah, part of what is exciting about sustainability is when you're early at it, you're kind of writing the book as you're going. And sometimes it's great and you get rewarded for it, and sometimes you're front lined for, "Here's what not to do." And yeah, we've had our share of the stories. We've had one particular example that I was sharing with you. We had made a public commitment in response to a lot of external pressure, primarily led by Greenpeace and some other NGOs to basically eliminate certain types of chemicals from plastics. So specifically PVC and BFRs of brominated flame retardants. And those are not problematic at all when the product is being used. But unfortunately when computers reached their end of life, we tried as much as we can to recover them through our take back programs and recycle them responsibly.

But the fact is a lot of it doesn't get recovered that way. And you have all kinds of informal recycling networks in places like Africa and Asia where poor people, often children, will burn the plastics to get to the metals, because the metals have a commodity resale value. Problem is when you burn plastics that have some of these materials and then like BFRs or PVCs, they create toxic fumes that can be very harmful to the person standing next to them and/or they can leach into soils and water. And so none of us want that, but there was a lot of pressure on the industry to basically change the chemistry of plastics for electronics. And we responded to that pressure by being the first PC company to set a public goal to eliminate those from our supply chain and from our products. So that was the good part.

The not so good part is actually we realized after the fact that setting the goal was the easy part, meeting the goal was the really hard part. And that we hadn't frankly done enough due diligence internally to find what would it really take to meet that goal by the time frame we set. And it came down to, it would cost an enormous amount of money because we literally have to have custom made plastics that didn't exist for all of our competitors. We don't represent a huge portion of any one of our suppliers business. So to request that the plastics that are, enclosed your cables or something, be made to a specific formula, it's going to cost money and at the scale of Dell it was really like hundreds of millions of dollars.

And while the industry was saying, "Well, we want to get there too, just not quite that fast." And so the sound business decision was to basically say, "We set this goal with the specific time frame, we're going to push the date out."

Park: That was Greenpeace got a hold on that.

Bruno: They called us out on it. And again, not by sending us a letter, not by picking up the phone. But one day, they had activists scale our building in Texas and unfurling a banner saying, "What the Dell..." And actually they did the same in some of our global locations including in Amsterdam actually. Fortunately nobody got hurt. We said, "Hey, come off the roof and come into the office and we'll talk."

And obviously a key lesson there I think is, it's important to set goals and it's important to try to set the ambition and to lead your industry in the right direction. You just want to make sure you do that in the right way and so that you don't get caught having to potentially backtrack, and how you do that also matters. And also frankly not also get too caught up in responding to NGO pressures because sometimes those are not necessarily the things that are the most material.

You can have very, very passionate activists in the space of whether it's chemicals and plastics or animal rights or childhood obesity or human rights. All kinds of things that matter absolutely. But sometimes you really also have to focus on what is most material to our business and if we're going to spend time and energy and money on specific issues, what is going to make the most impact? Because I mentioned energy for example is probably by far the biggest tool in our box in terms of making a significant global impact on environmental issues.

Park: Yeah. I imagine story plays a big part of this on all sides of it. So what is the story that the NGOs are telling you that are making you react to the tension in the marketplace that pushes Dell forward in this? What are the stories you tell yourself internally as to what we can we deliver on fact or fiction, but your hearts in the right place. You know, it can't quite get there. And then of course, what's the story that the rest of the population sees and Greenpeace and their reaction or we could say, "Hey, this is BS on Dell." Even though your heart is in the right place. Your intentions were in the right place. They think they're going to come and call you out on it. So a whole another story ensues.

Bruno: Right.

Park: When we come back I want to talk about some of the amazing things Dell was doing with packaging and some of those innovations you've talked about. And share some of the stories around some of the small businesses that you, Dell was helping grow as you are relying on them for various parts of your supply chain. So more with Bruno Sarda, Director of Sustainability Operations from Dell Computer with Dell right after this.

Park: Welcome back to the Business of Story. And Bruno, I have one word for you, mushrooms. Tell us about mushrooms in Dell.

Bruno: Yeah. You know, that's one of those stories that's hard to believe until you play it out. But we became interested in sustainable packaging materials when we look at our customers and what they care about in terms of what we do in sustainability. They care about everything we do, but they care especially about what impacts them. And the fact is there are two specific areas that impact our customers directly. One is, what happens to the technology when they're done with it? And so that's why we have the world's largest technology recycling program currently active in 78 countries because our customers really care.

And then it's what happens to all the stuff that's left over when they've unboxed our technology. And now, some people still think of Dell primarily as maybe a consumer brand because you may see the brand that Best Buy or Walmart. But the fact is that's a very small portion of our business. Most of our business is selling a lot of technology to large organizations. We're the number one IT provider to the healthcare sector. We sell to I think 99% of the Fortune 500 companies to most government agencies in the world.

And so what that means is when we ship technology, usually there's a lot of it and by the time it gets unpacked there's a lot of packaging left behind. And then more and more jurisdictions, companies or organizations. It could be cities, hospitals, schools,

data centers, you name it, may have tipping fees to pay to dispose of waste. And more and more people are becoming conscious of waste. So when you receive something that's packed with a lot Styrofoam.

Park: Yeah.

Bruno: You know, we all have this kind of like, "What am I going to do with that." And so we explored this concept of rapid recyclables. And mushrooms specifically working with a very small startup company that developed a process to use basically mushroom spores. Mycelium, which is the binding agent that makes mushrooms, to basically grow packaging.

And the way it works is you have molds and you inject some kind of agricultural waste material, wheat straw or something else that has no nutritional or energy value. And then you inject it with mushroom spores and in about two days you have a very solid impact resistant, water resistant, actually flame resistant packaging product. And you might say, "Two days sounds like a long time to grow a packaging product." And whereas for example Styrofoam it can literally be made in a matter of minutes. But because it is so toxic, it has to be legally, it has to be off-gassed.

Park: Styrofoam.

Bruno: Yeah.

Park: Yes.

Bruno: Yes, Styrofoam has to be off-gassed for about two days before it can be packaged. Because if you put it right in the package after it's been made, basically you pass out when you open the box. Actually our mushroom packaging, Michael Dell has actually eaten it on stage once at a conference. It's actually fully edible, there's not a chemical in it. It's a 100% compostable. It's actually also recyclable with green waste.

Park: So they grow it and it comes out just like package or a Styrofoam, but in this case it's a vegetable.

Bruno: Yes, yes. It's been a great success story, our customers love it. It's allowed us to work with again small startup to bring a whole kind of innovative way of developing materials. We've done that with now some other innovative packaging material suppliers who are innovating with anything from--

Park: That's my dog there having a little drink there in the background. I'm sorry about that. Go ahead, Bruno.

Bruno: No. Speaking of this product we use called AirCarbon, which is really from a small startup in Southern California where they're taking basically the methane coming out of manure from a feed lot and turning that methane basically into a bioplastic. And again, it's literally sucking CO2 out of the air to make a plastic packaging product. And it's actually considered carbon negative because it's taking more carbon out of the air than it's putting back into it.

So that's just an example of how... Doing these things, even though you might argue again from a life cycle footprint perspective it's not necessarily the most impactful thing, this creates really amazing stories for our engineers, for our designers, for our employees, for our customers to really kind of illustrate what's possible. Our broader sustainability program has an envelope tagline called, "Powering the Possible." We believe that that's part of what we do with technology. We put capabilities in the hands of those who will know how to use it to make wonderful things happen.

Park: All right. Welcome back, Bruno. Business of Story has been a great show so far and as we start coming to the end of the show, I want to talk a little bit about some of your secrets. How do you share the stories of sustainability with groups that maybe are disinterested, don't understand it? We all know that sustainability means a lot of things to a lot of different people, so it's not even a great term that we can really hang something on. So if you could share with us some of your ideas on how do you connect with people, the uninitiated, in initiated, uninitiated in sustainability.

Bruno: Sure. Yeah. I think it's important to quickly get pass this language like sustainability or sustainable because as I mentioned earlier we want to create desired future outcomes that most people would want. And I think that's one of the things I try to do is try to understand what most people agree with. And again, whether it's sustainability, climate, whatever those things, not only are sometimes obscure, but they can also be as you mentioned polarizing. And again, somebody once famously said, "If I described my marriage as sustainable you would kind of look at me like, 'Oh, I'm sorry.'"

Sustainable is important, but it's not necessarily something we really aspire to. So sustainability is a pathway to something better, it's not an end in itself. So I think that's the first important thing to remember, is to always paint sustainability as a way, as a means to the end and not the end. And so then understanding, so what is the end of the audience? Knowing that also part of how you get their attention, especially maybe if you think they might be a little bit skeptical or even potentially hostile, is you surprised them.

And I think part of how a surprise them is I bring some very strong business language to this conversation. I often get remarks of, "Wow, you didn't sound like the sustainability person at all. You sounded like a business guy." I was like, "Well, I am. I just happened to do it through sustainability." Like we say at Dell, we do three things in sustainability, if you ask me what do we do. We do three things. We help drive the business, we help reduce risk and ensure business continuity, and we help enhance the brand.

Now, everybody at Dell wants that. Everybody wants more business, less risk and better brand. Right? How we do that is sustainability. So the proof points are, how do we know that? Right? We know that because again, we pay attention to what our customers are doing. We know our customers by overwhelming majority have their own sustainability programs, overwhelmingly look to their suppliers and their supply chains to be part of their sustainability story. We bring facts, but also example success stories.

Again, recently I was asked by a very large European customer to actually come talk to their entire procurement organization about sustainable procurement in IT because of the accolades we've been receiving in sustainability. So I think you surprise your

audience with things they don't necessarily expect when they, again, Director of Sustainability Operations.

They expect me to either come up on stage and talk about how our building are making our buildings more energy efficient or how we're making even our products more energy efficient or why our suppliers more accountable. And sure we do all that, but that's not what I come up and talk about. What I come up and talk about it say, "How do we better serve our customers?" "How do we better engage our employees?" "How do we better manage our business?" "How do improve our bottom line?" And all the things we do in sustainability feed into that.

And so I think, certainly with most audiences that resonates very well. Sometimes if it's an audience maybe of students or an audience of maybe environmentalists or even regulators, then you go a little bit quicker into some of your credentials in terms of how you're supporting specific things. Then maybe I'll talk about the work we did in Madagascar to actually protect the whole eastern side of Madagascar, this huge project we did over five years with Conservation International to protect the last known habitat of the great lemurs, and working with communities to teach them how to make more by protecting their forest than by destroying it.

So that's based on improved livelihood from maintaining a healthy forest as opposed to cutting it down, which then by the way it helps the carbon sink that is the forest and it helps all the creatures that live in it including the great lemurs which is their last known habitat.

Or the work we do with our plan a tree program right here in the U.S. And that we've planted close to a million trees already with this program, which is several times the areas of Central Park just by virtue of engaging our customers. This is all through customer directed activities with this plant a tree program.

Park: And I would imagine that was just completely changing the stories that customers are telling themselves about Dell. And I would imagine a lot of our listeners too think of Dell Computer as that laptop or that first computer you had sitting in your dorm room, and then the first home you owned, the first business you started. And you think of Dell or Michael Dell as simply a technology company. But with your line of work you are completely redefining that story for lot of people what Dell stands for.

Bruno: Yeah. And again, it always helps to again if you can challenge something that people already believe about you, then it makes it easier for them to maybe wonder, "Well, what else don't I know?" Or "What else do I think I know that I don't?" Like again, depending on the audience, but if it's a kind of a tech audience, we'll talk about our rooftop data center in Chandler, Arizona that we built with eBay, that is only cooled basically with fresh air.

So it's a data center that does not have powered cooling, that's sitting on a rooftop outside in 115 degree temperature. And people just like shake their head in disbelief, "But wait, that can't happen. Data centers are usually run at like less than 70 degree temperatures and cost hundreds of thousands of dollars a year in electricity just too cool." It's like, "Yep, you're right, but not anymore."

Park: Yeah.

Bruno: And then all of the sudden you have their attention. So it's like, "How is this possible?" "How is this done and what else are you doing?"

Park: Find the tension in the story.

Bruno: Exactly.

Park: And then show them how you respond to the tension.

Bruno: Right.

Park: Yeah.

Bruno: And then I think the last thing I'll say frankly is and that's been really, really important throughout and I think Dell... Because I honestly think we've done that pretty well over the years is be authentic and be transparent, and don't try to be more than you are. And I think companies that have been accused of brainwashing or whatever, often try to tell a story that is either ahead of it's time or just the story they wish they could tell as opposed to story they really should tell.

And so I think just being authentic and not being afraid of what will happen, even if what you have to say isn't necessarily the most... As marketers we always try to use superlatives and what not. But I was reflecting recently about organizations that have put themselves out there either by being very transparent about the good, the bad and the ugly, like Patagonia comes to mind. But again, here's everything that we don't like and here's how we're going to improve it.

But by in order to talk about how you want to improve it, you have to shine a light on things that people may not have seen before in your supply chain, in your product, in your operations. And honestly I cannot think of a single example of an organization was made to regret being transparent and authentic when it comes to sustainability. I can think of many examples that organizations regretted being too opaque, throwing lawyers and all kinds of people out of question as opposed to just being open and honest about it. So I think there's a great lesson there.

Park: Hey, you don't get in trouble for the act, you get in trouble for the cover up.

Bruno: Yeah.

Park: And I think this have been a very consistent theme with all of our guest about the power of story comes down to what you said of being authentic and embracing the conflict in our lives, in our businesses, in our brands. And then being honest, open and authentic about how we go about addressing those conflicts because that's where the tension is. And that's really where we all make hay in business and in our personal lives.

Bruno: Yeah. We find we have a tremendous amount of champions and supporters. People who root for us and we run into people who don't really have a stake either way. But they

say, "You know, we're really rooting for you. We really like what you're trying to do and I want you to succeed" And all that positive energy is very motivating.

Park: Well, thank you, Bruno. It's been an absolute pleasure having you here on the Business of Story.

Bruno: All right. Thanks, Park.

Park: All right. And thank you all for listening with Business of Story. As you know, if you want to download our free storytelling tools, please go to [BusinessOfStory.com](http://BusinessOfStory.com). If you like what you're hearing please give us a rating and a review. If you don't like what you're hearing let me know. If you would like to hear other things, if there are other topics that you would like us covering, please send me an email through the [BusinessofStory.com](http://BusinessofStory.com).

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