



**GEMI**<sup>®</sup>

**Collecting the Drops:**

**A Water  
Sustainability  
Planner**

## Case Example

### **Eastman Kodak Company: Conserving Water Effectively in a Water-Intensive Industry**

*Eastman Kodak Company is located in Rochester, New York, on the shores of Lake Ontario in the U.S. The site grew over more than one hundred years with a cheap and plentiful supply of fresh water. As such, many of its processes were constructed using water-based technologies. In response to growing concerns over water supplies, the company established a water conservation program. In 1998, this was incorporated into Kodak's corporate goals for the following five-year period, and then renewed in 2003 for another five years. In this time, Eastman Kodak has driven water consumption down by more than 41 percent, already exceeding its 2008 goal.*

The path to conservation at Kodak's Rochester facility was not an easy one. In 2000, usage was up from the 1997 baseline year. The real challenge was in achieving some focus on a matter that had neither financial nor productivity incentive. The break-through came by pitting departments against one another in a healthy competition with monthly feedback in the form of a pareto chart of water usage by department. The top few users were close enough to effectively jostle for position and not be seen to be the number one user. This competitiveness led to greater employee awareness of water usage concerns and thus to suggestions coming in from all levels of the company.

The conservation program effectively enjoyed a "snowball effect" as the competition spread. Some capital projects went ahead where the savings justified the expense, but a very significant portion of the savings to date has come from employee attention and no- or low-cost solutions.