

Miles Cohen on Paperization: Revolutionizing Sustainable Packaging and Recycling| Transcript

Introduction

00:02 - Speaker 1

Welcome to Green Building Matters, the original and most popular podcast focused on the green building movement. Your host is Charlie Cichetti, one of the most credentialed experts in the green building industry and one of the few to be honored as a LEED fellow. Each week, Charlie welcomes a green building professional from around the globe to share their war stories, career advice, and unique insight into how sustainability is shaping the built environment. Settle in, grab a fresh cup of coffee, and get ready to find out why Green Building Matters.

Interview Begins

00:33 - Charlie

Hey, everybody. Welcome to the next episode of the Green Building Matters podcast. Once a week, I interview a sustainability professional somewhere in the world. You've been probably catching a trend of late with circular economy, recycling, materials, packaging. Sure, we do a lot of green buildings, green construction, green operations, but there's many industries and businesses that still need to do their part, and they're working on it. We might not always talk about it, I think we're doing some of that today. We've got a special guest, Miles, on today. Miles, how you doing?

01:06 - Myles

Hey, I'm great. How are you today, Charlie?

01:09 - Charlie

Doing great. We've got the connection. I'm a Georgia Tech guy, you're Virginia Tech. We're gonna keep it in the ACC here in the Southeast, and

can't wait to learn more about your background. For our listeners, if you would take us back, where'd you grow up and end up going to school?

Myles' Background

01:24 - Myles

We could take the whole 45 minutes on this, but we're not going today, Charlie. I grew up in a little town in northwest Connecticut in Litchfield county, up in the foothills of the Berkshires, Horrington, Connecticut. My father was the milkman. I tell everybody the story the same way. Grew up in a very humble background. When I was in middle school and high school, everybody used to tease me, you look like the milkman, because the milkman really was my father. My mother married the milkman. I was the youngest of three children. We lived in a tiny house. Two older brothers and I shared one bedroom. We only had one bathroom. It was a struggling life.

02:08 - Myles

My dad dropped dead at work when I was 11 years old. We all worked. I had this work ethic. That's what we did. We didn't go to summer camp, we didn't participate in sports, I never learned how to swim. I live on a lake, but I still never learned how to swim. Very humble background. Went to a small community college in Connecticut for two years, lived at home. When I got my associate's degree, I went to Florida Atlantic University in Boca Raton, Florida, because I had a brother who lived down there. I went to live with him and his wife for a little while. Through networking, got to Duracell batteries.

02:54 - Myles

Much about life is networking and who you meet and getting jobs. Almost all of the jobs that I've gotten in my life have been through networking.

03:02 - Charlie

So.

03:02 - Myles

I grew up with this very humble background, strong principles in life about

honesty, doing unto others what they want them to treat you and all the other stuff. That's been my mantra through life.

03:17 - Charlie

Well, that hard work, resiliency early on for our listeners that aren't familiar with that western Massachusetts there in the Connecticut and the Berkshires, massive, beautiful part of the US. I've got some family in upstate New York right there near the state line. It's beautiful up there. That's what brought you to the South. Let's talk about this career you've put together banking batteries, and then fast forward, you're a subject matter expert on sustainable packaging and recycling. How did that happen?

Career Development in Recycling and Packaging

03:45 - Myles

Wow. The first packaging company I went to work for was Sunoco. That was after many years of my career. Talk about Duracell for a second. I started with Duracell when it was under \$100 million company. A lot of people didn't know Duracell. I started in sales and people would say, I'd go in cold calling in South Florida, where I lived at the time, and they'd say, well, we don't carry car batteries here. I'm not selling car batteries. I'm selling double A and AAA and C and D batteries. I never heard of Duracell. I joined Duracell at the embryonic stages, was there for 20 years, started carrying the bag, if you will, as a Salesman. After 20 years, the company was two and a half billion dollars.

04:32 - Myles

I left as vice president of worldwide sales and marketing for one of their divisions. I had a very good career. It gave me an opportunity to make a little money because I became a bit because there were seven ownership changes, and I took an early retirement for very short period in my 40s. Then I wanted to do something totally different, not get into consumer products again. I had an opportunity to join a bank and be a chief marketing officer of a commercial lending unit because they were looking for somebody with consumer products background to teach them something. Then I got recruited to Sunoco, the packaging company. After

three years running an industrial packaging sales and marketing department, they made me the president of the recycling division.

05:22 - Myles

What's that all about? If anybody knows anything about big integrated paper companies like these, big companies like Smurfoot, Westrock and International Paper and others, the recycling division is kind of the redheaded stepchild of the company. Keep those guys over there in a separate building. Those are the people who are the hunters and the fishermen. We don't want them over here with the big corporate folks. I loved the business. I love recycling. It's a different kind of business. It's very unusual, very unique. I've been in it for 20 years and have done a lot of volunteer work, been part of trade associations, etc. Have become an expert in particularly paper recycling, although I do glass and metal and plastic and everything else, particularly paper recycling.

06:12 - Myles

I've served on the board of the largest trade associations in the world when it comes to recycling and met a lot of great people. All my best friends in the business today are people who are in sustainability and recycling. I just love the business. I retired from my company, Pratt Industries, a great company, 100% recycled paper mills based in Conyers, Georgia, not far from you, Charlie. I retired from there a little over four years ago and I serve on boards and I've been consulting ever since.

06:42 - Charlie

You did a great job of showing us how you made that jump and what you've done with it. I love that. There's things I think we need to demystify with recycling, let alone probably packaging. I work in buildings a lot and I've heard over the last maybe eight years, right, like in Atlanta, sadly, they don't take glass like they used to. That's just the curbside. But then big office buildings in New York, most of the money they would make off of it would be paper. But if that's contaminated, you can't do anything with it. China stopped taking some recycled. What's the current state of the union with recycled materials? Is there still a good market for that?

Current State of Recycling

07:20 - Myles

There's still a great market, particularly for paper. There's a good market for everything, quite frankly. Listen, Charlie, it's a commodity, not different than orange juice futures and copper and aluminum and everything else. There's a market publication that measures the supply and demand of paper around the world every month, and the price changes every month. You're right, China stopped taking paper, but what's called waste paper or recovered fiber. The industry doesn't like to use the word waste because it connotes that it's going to the landfill. There's a huge market. Here's the deal. We collect in this country about 150 million tons of material. That's metal, paper, glass, plastics, etc. The number one material we collect is metal. Think about that. That's because we shred like 15 million cars a year.

08:29 - Myles

70% of the steel made in this country is made from recycled iron. We need that material. There's a great podcast by the name of Repurposed, some movies that you can see on YouTube about recycling and mainly about metal recycling. Paper is the second biggest item. We collect over 40 million tons of paper in this country a year, but we can't use that much. Our paper mills in the US only use around 30 million tons. What does that mean? The rest has to get exported. China stopped taking it, but what happened? It's going to Thailand, Malaysia, Mexico, Indonesia. I think I mentioned India. It goes to a lot of other countries around the world. There's a strong global market. There's been a lot of new mills in the U.S. Paper mills in the U.S.

09:30 - Myles

And other countries that have been built. All the new mills, virtually all the new mills are only using 100% recycled paper. But the paper market in general is not growing. What's happening? The virgin mills are closing. International paper has closed two mills over the last year. Big, huge mills. One in Louisiana that they're in a process closing now in one in Texas. Westra Smurfoot Westrock has closed a mill in Charleston. Pact of Evergreen closed a mill in Camden, North Carolina. Sunoco has closed a mill out in Washington state and another one in Kansas. The paper industry

loves to talk about all these new mills and all these new capacity, but the paper industry is kind of flat, not growing for a lot of reasons. Which we won't get into, but recycling is still important.

10:27 - Myles

Let me cover one more statistic and make your listeners eyeballs go around with all these numbers that I'm throwing around, Charlie, is that of this 150 million tons of recycled material that gets collected in this country, ferrous and non ferrous metal, glass, plastic, paper, etc. Only 10 million. Here's the dirty little secret. Only 10 million tons. Of the 150 million tons, 7% comes from the 130 million residential households. You got all this money, all this noise, all this stuff going on about improving recycling. If we doubled curbside residential recycling, and I've been in that business for a long time and I love that business, but it's very expensive. You have these half million dollar trucks driving around DeKalb county, where I think you live in DeKalb County, Charlie.

11:28 - Myles

They're driving around DeKalb county picking up five pounds at a time of paper and glass and well, glass is an interesting story. We won't get into glass today, but glass is very recycled. I hope that answers your question about what's the market and what's the status of the recycling industry today?

11:47 - Charlie

All right, it does. Mil tell our listeners, keep doing your curbside recycling. We need it.

11:52 - Myles

Exactly.

11:53 - Charlie

We need to influence the other 90% and that's my world, is construction. I think the statistic, Miles, was 36 to 30% of our C and D. Right. Our construction, demolition, debris goes to. That's what makes up most of our landfill. We've got to tackle construction world is industry and packaging. Kind of curious, two things I want to learn what you're doing today. What's

keeping you busy today? Some projects you can talk about, but packaging, has there been a shift from it's all about the customer experience and the ease of opening the package to actually this could save us money and we can do good. Was that an aha? Does it come from the board and the C suite down? How have you seen packaging shift?

Shift Toward Sustainable Packaging

12:40 - Myles

The biggest. The one word I would use on packaging, Charlie, in terms of what's happened over the last decade is sustainability. Every brand wants their package to be quote unquote, recyclable. They all want those little chasing arrows label on it. Many of them slap it on it, even if it's hard to recycle or not recyclable. You bring up an interesting question about does it start at the top, the board of directors or whatever. Actually it starts somewhere else. It starts with the retailer having the perception that their consumers and the people who are spending money in their stores want sustainable anything. Then the retailers, whether it's Walmart or Target or Kroger or Publix or whatever, push the manufacturer and they have these scorecards.

13:42 - Myles

What percent of your packaging is made from recycled content? What percent of your packaging is paper versus plastic? What percent of your packaging is recyclable? There's a difference between recycled content and recyclable. These are things that have driven a lot of packaging companies to put in big departments of sustainability to use technology to make thinner papers. If you may have heard of a company, Charlie, by the name of Amazon, if you've ever opened up an Amazon box recently, you'll see on the inside flap there's a thing that says this box contains less paper than it used to or than a year ago. What's happened, these manufacturers have pushed, these retailers have pushed the manufacturers to make their paper thinner. We make 40 billion boxes, corrugated boxes in this country a year. Forty billion, that's 80,000.

14:54 - Myles

Do the math. I've done it. That's almost 80,000 a minute. That's three 60 minutes an hour, 24 hours a day, 365 days a year to get to 40 billion boxes. If you can take 20% of the thickness out of a little sheet of paper, it's millions of tons of paper that doesn't get produced anymore.

15:19 - Charlie

That's five boxes person on planet Earth. That's a lot of boxes, man.

15:28 - Myles

You just did some math that I haven't done. That's just in the U.S. You walk into a grocery store or Walmart any morning at 7:00, 8:00 in the morning and you watch all the stock people filling up the shelves and all of the empty boxes, thousands of empty boxes a day. All those boxes are getting recycled because Walmart recycles about 2.9 million tons of cardboard a year and they get paid handsomely for it. Paper mills compete and bid on that paper because they need it for their feedstock.

16:17 - Charlie

There definitely is a market for it. Yeah, rough math. That's about 120 boxes per American per year 40 billion divided by about 340 million. Wow. To the layperson, help me understand Miles. Can a box only be recycled X times or it's always getting mixed in with some post consumer, pre consumer, some virgin material. In theory, can it be recycled? Investment.

16:42 - Myles

You must have read some of my LinkedIn comments this morning.

16:47 - Charlie

You've got good.

16:48 - Myles

I'm arguing with a guy on social media like 15 minutes ago. I kid you not about this. The theory is that I'm not a paper maker, I'm not a scientist. You're a Georgia Tech guy, you probably are. You're probably a heck of a lot smarter than I am. But I got a business.

17:03 - Charlie

Degree from Georgia Tech, but I worked.

17:05 - Myles

Oh, okay. Well, never mind.

17:07 - Charlie

Okay, that's my secret.

17:09 - Myles

I'm not a paper maker, but the statistic that we use in the paper industry is a corrugated box has seven lives. It can be recycled about seven times. The fact of the matter is every corrugated box that's made has some fiber in it that was recycled once, twice, three times, four times, five times, six times. Every time that box is recycled, a small percentage of that box, we'll say on average 1/7 of it, the fibers become shorter and they go away and they end up becoming landfill cover. Some places farms use it for some kind of COVID or fertilizer or whatever. But yes, you cannot recycle paper infinitely indefinitely. Aluminum, yes. Glass, yes. Paper, no.

18:06 - Charlie

Okay, thank you, man. Wealth of knowledge here. I love this topic. I'm really glad you're on our podcast. All right, what else is keeping you busy today? Where are you? Spend some time.

Current Projects and Activities**18:17 - Myles**

I serve on a couple of boards. I'm on the board of a company by the name of VIPA V I P A. We are the largest independent recycler, buyer, seller, trader of recycled paper in the world. We buy about 4 million tons. We ship about 3,000 of those shipping containers a week. We're based in Lausanne, Switzerland. I am on the board of their USA division and helping them build their USA business and their brand and all the other stuff. I go to conferences for them, etc. We also do non ferrous metals like aluminum and things like that as well as paper and we do some plastics as well. I serve on nonprofit boards. I still am on the board of Paper Stock Industries.

19:07 - Myles

I'm a past vice president and President of the National Paper Trade association and I still serve on that board. I will go to the ISRI Institute to Scrap Recycling Industries. That paper chapter is part of that organization. We changed our name to rima, the Recycled Materials association, last year. Their conference is coming up in May, their convention in San Diego, and there'll be about 7,500 people there. I will be there representing that company, Veepa. I have clients that come and go all the time. Private equity firms, packaging firms, etc. Consumer products companies that I do consulting for in terms of helping them do due diligence on acquisitions, building new material recovery facilities, recycling plants, that type of stuff. I do a lot of that stuff as well. Tomorrow I've keeping it.

20:10 - Myles

Your sports analogy about Georgia Tech, my Virginia Tech shirt. Tomorrow I'm a guest lecturer at Virginia Tech and a circularity class, a master's program in circularity, contacted me and said, hey, we'd like you to talk about recycling and packaging and sustainability and whatever. I'm going to be a guest lecture for an hour and 15 minutes tomorrow. Those are just some of the things that keep me busy. I'm kind of retired, but work more than I play and we travel a lot, my wife and I travel quite a bit.

20:43 - Charlie

Well, I love the energy and I love just everything you're doing and I know you'll inspire that class and probably lead them towards this industry. Circular, I would argue maybe a pandemic hit, right? And we focused on healthy buildings and maybe finally we're getting back to some other pro active sustainability. But circular economy, it's something that you've spent a better part of your career. And now what do we need to demystify about what it'll take to truly have a circular economy? What would you think? What are the top tips there?

Making Circular Economy Work**21:16 - Myles**

I think what we really need to do at the end of the day, Charlie, we need to

make sure, Listen, the original 3Ps people, Profit Planet, right? At the end of the day, not everything that could be circular is the right thing for the profitability. Let's face it, we are still a capitalistic society. Companies still are spending the money on this stuff. Listen, one big company about a year and a half ago Unilever said, hey, we're going to put a lot of our ESG targets on the back burner because we're not getting the payback. What's it going to take? We need to make sure whether it's a building that we're constructing and we're talking about being more energy efficient and whatever. By the way, my daughter's in this space in this industry on buildings.

22:21 - Myles

She worked for many years in lighting and for every major lighting company in terms of acuity and Cooper and Sylvania and she worked for Trane and all about art buildings and all that other stuff. That's her expertise and not mine. But at the end of the day, a contractor is probably not going to spend. This is your expertise. They're not going to spend 50% more per square foot to build a building just because it's sustainable if they're not going to get the return on energy savings on the back end. We need to be in order for circularity to work, Charlie. We need to make sure that we're practical about it.

23:07 - Myles

Because a company is not going to spend 50% more per square foot for a lease on Building A versus Building B for a 10 year or 20 year lease just because there's LED lighting.

23:28 - Charlie

You gotta think long term, but keep it simple. I love you said people, profit planet. Also let's not forget to our listeners, reduce first, then reuse and then recycle. Right. I think sometimes we forget you're supposed to do it in that order. Don't just jump here to the recycle. Do it in that order. It does need to make good business sense. That is what still drives the world. We can be altruistic, we do need more of that. But in your case, as you've mentioned, it's a commodity here and there's got to be a good business case and that'll speed up recycling. I love every bit of this. What do you think is

the future of recycling and packaging? What are you kind of excited about? What's next?

Future of Recycling and Packaging

24:08 - Myles

Well, there's a lot because plastic has a target on its back and it shouldn't necessarily have a target on its back. Some of it should, there's no question about it. What's the future? A lot of companies that I'm working with and consulting with are trying to convert their plastic packaging to paper packaging. There's a term that somebody said I developed, but I don't think I invented the term. There's a term going around called paperization. I give presentations on paperization. I have in my database, in my catalog over 100 items where a company has switched from a paper pack plastic package to a paper bag. A good example is there's some divisions of Coca Cola and Pepsi around the country that are replacing those six plastic rings, a six pack, with a paper based alternative.

25:11 - Myles

It's just so fun, it just so happens because you and I both are in Atlanta. Both of the companies that are leading in that are Atlanta based companies. Graphic Packaging in Sandy Springs, Georgia and Smurfurt Westrock, also in Sandy Springs, Georgia are the two biggest folding carton board manufacturers in the country making things like cereal boxes and stuff like that. They've both designed patented type things that could hold a six pack of bottles or a six pack of cans without the plastic rings. There's a lot of that stuff going on. There's even a company that is making a paper based wine bottle and Absolute is selling vodka in a paper based bottle. That is. You can go to any whole food store and look in the rose section. I'm not promoting this.

26:04 - Myles

I don't work for them. But I bought it as show and tell for people who come to my house. A brand by the name of Bonnie Doon. D O N N Y D O O N Wine, Rose wine. And it's in a paper bottle.

26:17 - Charlie

That's good.

26:19 - Myles

People are saying, well, they don't recycle glass in my town and I don't know what to do with the glass. I want it to be sustainable. You can buy wine in a paper. There you go. What's happening in the future of packaging is continuation of two things, lightweighting and downsizing.

Lightweighting, we already covered about papers getting thinner and thinner. And downsizing is right? Sizing is where you get something from. Five years ago you'd get an E Commerce package and you'd buy a sleeve of golf balls and it would be in a box this big. Everybody's opened up one of those things that says this is crazy, right? You see less and less of that today. You see things being shipped in envelopes to your house.

27:12 - Myles

You see a book that you buy online coming in an envelope instead of a box. You're going to see more and more of that because A, the consumer demands it, B, those companies shipping it, whether it be Amazon or Walmart or Target Online or whatever, has decided they can save money by shipping it in an envelope versus a box. Sustainability in packaging will continue as long as it makes economic sense.

27:42 - Charlie

And you call that paperization? That's what you call that.

27:45 - Myles

Paperization.

27:46 - Charlie

Paperization. Okay, you heard it.

27:49 - Myles

P E, R, I, Z, A T, I, O, N. Although if you're in Europe, you probably spell it with an S instead of a Z.

27:58 - Charlie

Right, you heard it here. Oh, this is great, Miles. This is fantastic. Let's get to know you a little more as we start to wind down. I understand you might have some interesting hobbies. You mentioned travel there with your wife. Rumor has it, maybe watches, cars. I don't know. What else do you do outside of the work?

Personal Interests and Hobbies**28:17 - Myles**

Well, we travel a lot. I'm not an athlete. I don't play tennis or pickleball or whatever, but my wife does and she's been playing tennis. She was a teenager. We go to the US Open every year in New York. This will be our 13th or 14th year in a row at the US Open. Last year went to the Paris Olympics and went to tennis at Roland Garros three days in a row. Were there for the, if anybody, any listeners ever heard of these people, were there for the Djokovic Alcaraz gold medal match and went to gymnastics and were sitting in the third row and we could almost touch some bone Biles as she was doing her floor work and balance beams. We love to travel.

28:59 - Myles

We go to Europe once or twice a year. My wife's originally from New Jersey. She loves, she's addicted to New York City. We try to do that a couple of times a year and things like that. I am a watch and a car fanatic a little bit. I don't have anybody listening this. Don't break into my house. I don't have any Rolexes. I don't have any Pateks. I don't have any Audemars. Pigs. I don't have any stuff like that. But I have a lot of very unusual watches that are, many of which are just \$100 or \$200, that I don't even have hands that they have wheels that turn around and tell the time and stuff like that. I like these kind of gimmicky type of things. I have some of those.

29:46 - Myles

I enjoy going to car shows and looking at cars and stuff like that. I don't have a car collection. Again, don't break into my garage. You're not going to get, you're not going to find a Ferrari or a Lamborghini or anything like

that. I don't spend that kind of money on cars. But I do like to go car shows and car auctions and watch them on TV and stuff like that. I don't know where I got that from, but I did. I'm not an avid reader, but I just read a book by this guy by the Duncan Watson about trash called everyone's trash or Everybody's Trash.

30:23 - Myles

If you get an opportunity to look at that book, it actually is a combination of a education about trash and a guy who ran a landfill in a recycling center in New Hampshire, but also about the story of his life with some very, very funny stories in it. You could read that book in about three days. It's one to pick up.

30:48 - Charlie

Thank you for that recommendation. I love to get out of my guests. We make a running list, last couple things as we're wrapping up. This has been fantastic. You got me pumped up here, Miles. As you look back on your career, related to recycling, is there anything you wish you'd have known earlier?

Career Lessons and Advice

31:07 - Myles

Wow. If there's anything I wish I'd known earlier, I would say that along my career, I've learned lots of things that have been lessons that I wish I had used earlier in my career. Two of couple of my quotes for sort of management 101 to people, Charlie, is things that I've learned and things that I'm proud of is one is there's a quote that somebody told me 30 years ago that I've used for all of my management teams or whatever, and it's run to me with bad news. Somebody goes and gets a new \$10 million customer, they want to run to their boss right away and scream and be so proud of it. That's great. We need to pat people on the back and give them credit for good things.

31:59 - Myles

But, okay, you can wait till tomorrow till you tell me that. But if you lose a

\$10 million customer, don't let it be a surprise. Come to me as soon as you know it. Because maybe your boss can help. Maybe we can go say, hey, let's get on an airplane and go see them one more time to see if we could save the business. One thing that you don't hear a lot in management things is that quote, run to me with bad news. I've always taught that to my people, and somebody taught it to me. It's a great lesson number one. I wish I knew that earlier. I wish I knew that earlier than I did.

32:39 - Myles

The other one is from a speaker, guest speaker that was at a conference that I heard talk about something that has really stuck with me for 20 years, which is hire for attitude, train for skill. You've maybe heard that before. I've hired so many people in my career that knew the right technical stuff about the business and whatever, and they turned out to be not so great employees. They come in, they think they know everything, et cetera. Hire somebody who knows if you have enough people in your business who know the business and know the industry, hire people that those other people can mentor and coach. Hire people with the right attitude that are going to be. That are passionate about what they do, that love their job no matter what it is.

33:35 - Myles

That is another thing that I wish I learned earlier and I wish I knew earlier and now in the last 20 years, towards the end, I'm at the sunset of my career here, Charlie, is that I've hired lots of people in the last 20 years that didn't know a damn thing about the recycling business. That turned out to be some of the best hires that I've ever made because they were hard workers, they were passionate, they were honest, and they did what they said they were going to do. That's what you need.

34:10 - Charlie

We got some great management and leadership advice here. Who needs Peter Drucker? We got Miles Cohen. This is good stuff. I really love that. Run to your manager with the problem. I hadn't heard it worded like that. Just makes sense, right?

34:23 - Myles

Bad news. Run to me with bad news.

34:25 - Charlie

Run to me with bad news. There you go. Run to me with bad news. A problem needs to rise to the level that it can be solved. And I agree with that. All right, last thing. Someone's getting fired up. They're listening to this, and they're just now getting into the recycling or circularity side of this movement. Any advice and words of encouragement for someone that's just now jumping in?

34:44 - Myles

I think that this industry is going to continue to grow. What I would say to people who are jumping in today is I don't want to get political. I will not get political. But you need to be a little patient right now because there's things going on and I'm getting calls from lots of people who are leaving. Their sustainability jobs or their sustainability job have been eliminated. I say to people, make sure you're not trying to solve world hunger to be the one person that's going to change the world. Anything you do in sustainability, I've always looked at it and said, I love the recycling business.

35:44 - Myles

Not because I'm a tree hugger, I'm going to save the world because I love the business part of it. You need to make sure that whatever you're working in and whatever you're doing has some kind of benefit and particularly that can contribute to the financials of the company. Right now I think that's really important in many areas, whether it be esg, whether it be dei, no matter what it is, you need to make sure that you're adding value. Just because there are some things that are a little rocky right now, don't give up, don't walk away, but make sure you're adding value and you're delivering some kind of results. I don't know if that answers your question, Charlie, but that's what I would.

36:43 - Charlie

Oh, it did. Because someone jumping in right now might be a little

uncertain. Hey, there's a lot of change and anxiety. But great point is, at the end of the day, the company you want to work with, for profit, nonprofit, they need resources and you need to be fiscally responsible. We are in a capitalistic society where that can drive faster and in our case, faster change. I agree with you and I'm glad that you reminded us of that. And to professionals, especially young professionals, right? Learn the business side of here's where we're adding value. We're getting away from time and materials and it's all about value based pricing. I tell people to read the Million Dollar Consulting by Alan Weiss. You just have to learn value based offerings.

And one more I'll leave everybody with is, are you selling vitamins? Are you selling painkillers? A lot of times sustainability is looked at as a nice to have a vitamin, but really there's so many pain points. There's fines, there's laws, there's mandates. We're going to be left behind to our competition if we don't do this and we can't recruit kind of mission driven staff. Right. Don't a lot what we're doing is we're selling painkillers, but people think we're selling vitamins. Miles, thank you for being on the podcast. It's been a joy. Look forward to keeping in touch with you to our listeners. Please connect with Miles on LinkedIn. He's got some good content on there and hope everybody has a great day. Thank you Miles.

38:04 - Myles

Charlie, thank you very much. I appreciate it. And for your guests, it's Miles with a Y M Y L E S C O H E N and sure connect with me.

38:13 - Charlie

Let's do it.

Thank you for listening to this episode of the Green Building matters podcast@gbes.com, our mission is to advance the green building movement through best in class education and encouragement. Remember, you can go to gbes.com podcast for any notes and links that we mentioned in today's episode and you can actually see the other episodes that have already been recorded with our amazing guests. Please tell your friends about this

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