

CASE 2-2

The Green Team

Yourway Subs, of Naperville, Illinois, like other quick-serve restaurants, is often cited as an example of a business organization that contributes to the growing environmental challenges of the 21st century. They have daily deliveries to their many relatively small and dispersed retail locations to ensure the freshness of their products. Their customers usually carry out their food purchases in plastic containers and bags. They purchase their food-related products from large producers and distributors who are often located relatively long distances from the retail stores of Yourway Subs. Their store distribution network is based upon assured supply at the stores, that is, "never stock-out of an item."

Jean Beierlein, CEO of Yourway Subs, is very cognizant of the emphasis or pressure from the federal government, especially under the new president, to reward eco-friendly companies with tax credits. This is particularly true for city operations where environmental pollution was a great concern. Ms. Beierlein has decided to start a pilot program in the Midwest. She has appointed Lauren Weber, director of sustainability, to lead what she calls her "Green Team." Lauren has a degree with a major in Supply Chain Management and has worked as a consultant for a number of years. Lauren's Green Team consists of Tracy Shannon, principal with CSCR, LLC, and Emily Heuer, director of produce and social responsibility for Yourway Subs.

The Green Team has decided to meet the Green Standard for Fast Food Chains and not just pay lip service to their sustainability action program. They have identified a number of key initiatives to get the ball rolling:

- Procure produce locally
- Bake bread on site
- Reduce miles the inbound products are shipped
- Collaborate with suppliers to reduce packaging and transport miles
- Re-evaluate inventory strategies

CASE QUESTIONS

1. You have been asked by the Green Team to critique their pilot program, pointing out strengths and weaknesses as well as the addition of new initiatives for them to consider.