

CASE 14-1

Green and Lean

George Harry and Jeff Pilof, friends and former classmates in college, had not seen each other face-to-face for about 15 years when they had one of these chance meetings in the Atlanta Airport. They both just received the news that their flights to their respective destinations, Philadelphia and Boston, had been canceled. As they walked into an airport restaurant to get a sandwich and wait for their new flights, they spotted and immediately recognized each other. After the customary greetings and questions about family and mutual friends, they started discussing their current jobs and responsibilities. George had spent the last 20 years with two pharmaceutical companies, while Jeff had worked for a chemical company and a large retailer and had established his own package-delivery company. They were both now vice presidents of transportation for their latest companies—a very large retailer and a large consumer products company.

Surprisingly, George and Jeff found that they were both concerned about the same general area in their respective companies—how to survive in a “down” economy while initiating a program based upon being part of a green supply chain. They were concerned about having to cut costs while pushing sustainability.

CASE QUESTIONS

1. George and Jeff need some help in trying to understand how it would be possible to be green and lean at the same time. They need some help from you to understand how these two objectives can be achieved simultaneously. Give them some pointers on how it can be done.