

American Greetings

Cleveland, Ohio



In 2006 and 2007, SSC worked with American Greetings Corporation at its headquarters in Cleveland, Ohio. The

company was examining its sustainability strategy in light of Walmart's recent announcements concerning the greening of its supply chain. They were unsure about which direction to go—and not ready to commit significant resources (time or money) to a full engagement before better understanding its options.

To give our client the best insight into Walmart's plans for the future, we brought in Blu Skye Sustainability Consultants, the boutique firm that worked with Walmart to develop its sustainability strategy. Blu Skye works selectively with Fortune 500 companies (generally only the largest company in each industry), and only when the CEO is committed to a full sustainability engagement—so it was unusual for their team to engage in a project of this sort.

With Blu Skye consultants joining us onsite at American Greetings' headquarters, we presented a one-day workshop to the management team, explaining the logic behind Walmart's decision to "go green" and how it found competitive value and

innovative thinking in the process. We also explained how Walmart's supply chain initiative would affect American Greetings now, and into the future. Working directly with the company's Executive Vice President – Global Supply Chain, we investigated how the company could prepare for the Walmart's demands—including opportunities to partner with others in its industry through Walmart's supplier network.

The presentation was well-received, and we were invited back to give a summary presentation to the executive team—including the company's Chairman of the Board, CEO, and COO. The following discussion explored how American Greetings was currently positioned with regard to environmental sustainability, and what a commitment to developing a corporate-wide sustainability strategy would entail.

Key skills: coordinating with executive management (including Chair of the Board), translating material from Walmart into meaningful strategies for our client, facilitating dialogue among key managers throughout the company

Services: training and facilitation, scenario planning, Walmart supply chain

Training and Facilitation



Client

American Greetings Corporation

Industry

For-profit, greeting cards

Contact

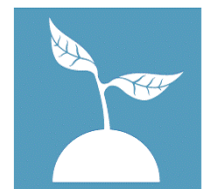
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Date

2006-2007

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