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In Memory of Kendall Simon

Kendall Youngblood Simon, who passed away in 2014, was an MBA student at the Joseph M. Katz Graduate School of Business at the University of Pittsburgh. Kendall had a passion for corporate social responsibility and sustainability issues, and was a BNY Mellon Corporate Social Responsibility Fellow through the David Berg Center for Ethics and Leadership. Additionally, she was part of the planning team for the ethics-focused Katz Invitational MBA Case Competition. These case studies carry on her legacy and share knowledge to improve business practices.

About the Sponsors

The case studies on sustainability in the Pittsburgh region are offered through a partnership between the David Berg Center for Ethics and Leadership at the University of Pittsburgh Joseph M. Katz Graduate School of Business and College of Business Administration and Sustainable Pittsburgh.

The project would not be possible without the support of the BNY Mellon Foundation, BNY Mellon, and UPMC.

About the David Berg Center for Ethics and Leadership

Established in 1999, the David Berg Center for Ethics and Leadership is part of the University of Pittsburgh Joseph M. Katz Graduate School of Business and College of Business Administration. The center’s mission is to add value to organizations through ethical leadership. The center creates and disseminates knowledge through cutting-edge research, experience-based teaching, and active community engagement. The center’s commitment to ethical leadership fits perfectly within the University of Pittsburgh’s role as a “leader in education, pioneer in research, and partner in regional development.” The Berg Center is a recipient of the 2016 Research Center Impact Award from the Academy of Management.

About Sustainable Pittsburgh

Sustainable Pittsburgh works to affect decision-making in the Pittsburgh region to integrate economic prosperity, social equity, and environmental quality as the enduring accountability, bringing sustainable solutions for communities and businesses. Key strategies include building professional networks to accelerate adoption of best practices and developing formal sustainability performance programs that raise the bar and provide recognition for achievement. For example, the Champions for Sustainability business network is complemented by regular convening of the region’s Business Sustainability Officers, the CEOs for Sustainability executive council, and performance programs such as the Pittsburgh Green Workplace Challenge and Southwestern Pennsylvania Sustainable Business Compact.
For Sustainability Leaders, 
It’s Just Good Business

Court Gould, Sustainable Pittsburgh

More than a third of consumers now say they prefer to buy from brands viewed as doing social or environmental good. Unilever and other businesses practicing corporate sustainability are benefiting from the shift, with Unilever’s most sustainable brands — lines like Dove, Hellman’s, and Ben & Jerry’s — growing 30 percent faster than the rest of the business.

Meanwhile, seeing a strong link between corporate sustainability performance and financial performance, investors are incorporating sustainability-related data into their investment decisions. More than 70 percent of investors responding to a 2016 survey said that sustainability was central to their investment decisions.

The trends are clear and growing.

Here in southwestern Pennsylvania, companies like Eat’n Park Hospitality Group and PITT OHIO are leading the way in business sustainability. They’re doing so not only because it is the right thing to do, but because it benefits the bottom line.

According to results of a study published in the April 2015 Harvard Business Review, “The results are very consistent: firms making investments on material ESG [environmental, social, and governance] issues outperform their peers in the future in terms of risk-adjusted stock price performance, sales growth, and profitability margin growth.”

To help organizations of all sizes and types in our region benefit from these real business advantages, Sustainable Pittsburgh and the David Berg Center for Ethics and Leadership present the business cases in this report. Produced with generous support from BNY Mellon and UPMC, the case studies outline the drivers, challenges, and specific benefits these leaders are realizing through their sustainability efforts — whether standing out in a crowded dining marketplace at Eat’n Park, or increasing operational efficiency at PITT OHIO.

We invite you to glean the potential benefits of sustainable business practices for your own organization. And you don’t have to go it alone. Through our sustainable business network, Sustainable Pittsburgh convenes business sustainability professionals around the region and manages performance programs such as the Southwestern Pennsylvania Sustainable Business Compact, Pittsburgh Green Workplace Challenge, and Sustainable Pittsburgh Restaurant. Our new CEOs for Sustainability executive council reinforces Pittsburgh business leaders’ desire to prepare their companies to respond to the opportunities inherent in sustainability.

Wherever your organization is on the sustainability continuum, there’s never been a better time for progress toward bottom-line business benefits.
The Corporate Social Responsibility Imperative: Becoming “All In”

Audrey J. Murrell, David Berg Center for Ethics and Leadership

What do you think of when you hear the term “Corporate Social Responsibility”? Do you think of volunteerism and community service? Do you think of sustainability and going green? Do you think of workplace diversity and inclusion, and anti-discrimination initiatives? Or, perhaps, do you think of it more broadly, seeing corporate social responsibility as a strategy to do good, while helping the bottom line?

Any one of these examples is a form of corporate social responsibility. Taken together, they add significant value to business processes and enhance value to all stakeholders, including shareholders. They can also become a distinct competitive advantage for an organization in the marketplace. So why don’t more organizations do a good job of practicing corporate social responsibility? Why do so many fail at it, even after they readily acknowledge support of it?

These are questions we have explored with great interest at the David Berg Center for Ethics and Leadership. Our center, through its focus on education, research, and impact, seeks to help organizations develop ethical leaders and better understand the impact of socially responsible firms.

Our findings and observations are quite clear. What is often missing in most organizations is a true commitment. To succeed in corporate social responsibility, organizations have to be all in. Every department, every unit, every subsidiary must practice it wholeheartedly. This level of buy-in starts at the top. Company leaders must be fully committed, visible advocates for the measurement of corporate social responsibility. Without their support of metrics, CSR efforts will stagnate and are ultimately destined to fail.

Within the Pittsburgh region, we have a great story to tell of organizations that have successfully integrated corporate social responsibility into their business priorities, processes and operations. Included in this report are fascinating cases studies based on real stories from Eat’n Park and PITT OHIO. Each organization had the support of senior leadership, and used corporate social responsibility as fuel for innovation and a catalyst for change. The result was improved performance and new growth opportunities.

This report is the result of the longstanding partnership between the Berg Center and Sustainable Pittsburgh. We are proud to work together to develop ethical leaders in our region. Additionally, I would like to express my sincere gratitude to the BNY Mellon Foundation of Southwestern Pennsylvania for its continued support of Berg Center activities, which include our MBA Fellows program, faculty research, undergraduate social responsibility fellows, and student-run Socially Responsible Investment Portfolio. Together, we are developing future leaders who will improve their businesses and positively impact the community around them.

“Buy-in starts at the top. Company leaders must be fully committed, visible advocates for the measurement of corporate social responsibility.”
His table almost ready, Thomas Troyer opened the final of his stack of boxes — this time, home-grown zucchini — and neatly arranged each basket at the front of his display. Neighbors from other local farms joined community artisans, butchers, and bakers every week at the town’s farmer’s market, which is one of Thomas’s best opportunities to sell his produce and to explain the sustainable practices that his farm employs. Despite his unique methods, which bring him top-quality yields each year, the market has not yet brought him the growth he had hoped to find. Each week, even a bushel of Thomas’s finest zucchini earns him only one dollar, and he spends 25 cents of that on containers for sale.

Thomas needed more. Time was tough for the Troyer family in the summer of 2002, and if Thomas could not find a way to capitalize on his sustainable methodology to find new business opportunities, he would have to sell the farm and pursue other work.

In a last effort to maintain the farm and his hard work on it, Thomas attended a conference that focused on promoting sustainable agriculture and educating consumers, businesses, and growers about the benefits of sustainable methods and locally grown products. On the second day of the conference, Thomas met Jamie Moore, the Director of Sourcing and Sustainability for Eat’n Park Hospitality Group, who took an interest in Thomas, his methods, and his struggles. After the conference, Thomas joined Jamie at the company headquarters to continue discussing Jamie’s new FarmSource initiative, which codified Eat’n Park’s commitment to sustainability and local sourcing. As it turned out, FarmSource was still in its very early stages at Eat’n Park Hospitality Group, and Jamie was actively recruiting partners committed to sustainability and clean practices to provide the company with products they could be proud to serve to customers.

Following that meeting, Jamie committed to helping Thomas break into the Pittsburgh produce market as an Eat’n Park grower partner. He convinced the company’s primary supplier to add a stop at the Troyer farm on its regular routes.

The supplier agreed, and with the support of his new partners, the Troyer farm is thriving. Thanks to Jamie, Thomas was also able to connect with regional grocery giants that continue to distribute produce from the Troyer farm.

Eat’n Park Hospitality Group

A staple in the Pittsburgh region, Eat’n Park Hospitality Group is the parent company to a family of food service establishments. From single venue names like Six Penn Kitchen, a popular American bistro in the heart of downtown Pittsburgh, to Parkhurst Dining, which serves universities and corporate centers, the Group serves appetites throughout the Mid-Atlantic region. The Group’s roughly 130 establishments earned it more than $330 million in sales last year alone.
Easily the most recognizable of the brands the Group touts is the Eat’n Park Restaurants, which has been a western Pennsylvania staple since it opened as the region’s first carhop restaurant in 1949. Since then, the company has been owned by just two families, whose personalities and community values have made lasting impressions on the Group and restaurant culture. So loyal is the restaurant to its roots that the recipe for its beloved Strawberry Pie, which has been largely unchanged for forty years, came from Claire Moore, the daughter of Eat’n Park founder Larry Hatch.

Eat’n Park Restaurants are also loyal to their core values, perhaps most importantly the love of people and passion for food. Its focus on the community and tradition have garnered loyalty from families, who appreciate the restaurant’s efforts to keep prices low. In 2015, the average check at an Eat’n Park Restaurant was just $8.67, roughly $4 less than most competitors.

**FarmSource**

When Thomas joined the Eat’n Park team as a supplier, he became part of the early iterations of the company’s FarmSource program. FarmSource, the brainchild of Jamie Moore, is an initiative implemented throughout Eat’n Park Hospitality Group’s entire footprint, but it became a significant part of Eat’n Park Restaurants’ marketing scheme in 2007, when the company began advertising in restaurants and on the Soup, Salad, and Fruit Bar. It is founded on a principle that has long been integral to the restaurants’ processes and operations: a customer should know where his food came from. Thus, Jamie has specific guidelines he follows when building new partnerships:

- **Dairy:** Sourced within 150 miles of our locations. These dairies are independently owned and operated by producers that choose not to treat their herds with rBGH (bovine growth hormone).
- **Meat:** Regional (located within the state or within a 400 mile drive) meat producers. These facilities are USDA inspected and source their animals from farms that are within a three hour drive from the processing facility.
- **Produce:** Sourced within 150 miles from our local distributors. Growers are selected through farmer based organizations that assisted in the outreach of many of these growers.
- **Artisanal Goods:** Purchased from processing facilities within 150 miles of our locations. These producers devote their time, energy and passion to a limited line of products. Often these producers have a single product line, produced at a single facility. These companies range from a local hearth-baked bread company to a neighborhood ethnic sausage manufacturer.

Sticking to these guidelines is paramount for Jamie and his program, and that is largely how he measures the success of the FarmSource initiative. “The integrity of our program is the difference. If someone asks me to give

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them a percentage of what local food we’re buying at any location, I can tell them off the top of my head,” he said.7

FarmSource is a key part of company’s identity and a key component of each of its brands. “Our FarmSource program brings our passion for food to life,” says Jeff Broadhurst, CEO of Eat’n Park Hospitality Group. “To create a culture that cares about food, you have to live it every day. Jamie’s relationships with our farmer partners and the stories he can relate about our food sourcing bring our values to life for our thousands of team members.”

**FarmSource as Eat’n Park Identity**

Largely the result of Jamie’s strategic sourcing initiatives and success in convincing company leadership about the value of the program, Eat’n Park adopted FarmSource in 2002.8 Jamie explains that FarmSource allows Eat’n Park restaurants to “serve fresh, wholesome foods while supporting the local agricultural community.”

FarmSource has not always been an integral part of Eat’n Park’s marketing scheme, which had long focused on the restaurant’s family-friendly atmosphere, community involvement, and its local celebrity dessert, the Smiley Cookie. In fact, the formal recognition and codification of the program occurred in 2002. The idea for the FarmSource project arose from the Slow Food Pittsburgh movement,9 which was originally promoted as an alternative to the rising trends in fast food restaurants. While fast food restaurants look to cut product costs by any means, the slow food movement looks to promote local small business and create a sustainable food source. Sustainability, now a significant focus of FarmSource, is a critical element in slow food programs, as their ultimate purpose is to create value for the restaurants investing in those initiatives.

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Though the company has adopted FarmSource as its primary method of promoting and educating the public about its long-standing quality standards and community values, successful maintenance of the program falls almost solely on Jamie, the company’s sourcing specialist. His responsibilities include not only maintaining consistency among the 69 existing restaurants, but also developing sourcing strategies for Eat’n Park Hospitality Group’s new locations, often in unfamiliar regions.

When he finds a potential partner — an artisan, grower, butcher, or farmer — Jamie pays him or her a personal on-site visit. While there, he “follows the food” through the entire process from planting to ultimate shipment. For instance, on a recent visit to a butcher, Jamie’s tour started in the pasture. He examined how the animals live, eat, interact, and are maintained. On top of that, Jamie inspected the various food or nutrient sources to verify that they were safely stored in clean containers and facilities. Along the way, he asked the farmer how much of which sources were fed to the cattle each day. And the tour was not over when he left the farm; since cows are sent from the farm to the butcher, Jamie also had a brief tour with the butcher primarily responsible for processing the farmer’s meat. After verifying that both the farmer and his butcher maintained safe and sanitary operations, Jamie ultimately started sourcing beef from that farmer and his butcher for the company’s Six Penn Kitchen restaurant. Eat’n Park Hospitality Group takes seriously its commitment to the highest quality products, and Jamie’s on-site visits and inspections are one way that the company ensures that its sources meet its high standards.

Despite that FarmSource was only formally labeled and adopted in 2002, the program’s principles have long been part of Eat’n Park’s history. Dating back to its inception in the 1940s, Eat’n Park Restaurants have hand-prepared all of their meals and enforce a general policy against ordering or using processed and pre-packaged foods. Chopping, frying, baking, cooking, and seasoning all happens in individual kitchens, which ensures that customers have the freshest tasting ingredients on their plates. In many ways, FarmSource codified what the restaurant had long done: develop relationships with local growers, find the best and freshest products for each restaurant, and serve excellent food to each and every Eat’n Park guest.

Challenges

Pursuing a local and sustainable food sourcing program does not come without its challenges. When the program first formally launched, Jamie was given carte blanche of the program with just one caveat: the FarmSource program cannot increase Eat’n Park’s current operating costs. Obtaining responsible food, of course, most often comes at a higher price. Fortunately, ever-creative Jamie rose to the challenge in many ways.

Sustainable Transportation

As Eat’n Park geared up to formally institute the FarmSource program, Jamie was hard at work ironing out the logistics that would support his initiative. Sourcing the freshest produce has its challenges. A shipper must be willing and able to travel to occasionally remote farms or locations, maintain conditions that protect the utmost integrity of the products, and deliver quickly in order to ensure that goods will arrive in the best possible condition.

“To create a culture that cares about food, you have to live it every day. Jamie’s relationships with our farmer partners and the stories he can relate about our food sourcing bring our values to life for our thousands of team members.”

— Jeff Broadhurst, CEO of Eat’n Park Hospitality Group
Fortunately, Jamie found a solution in longtime partner and regional shipper, Paragon Foods. In the late 1990s, Paragon Foods began to rebrand itself as a local produce shipper and target a new client base of businesses that sought that specific need. After years of growth under its traditional model, Paragon Foods adopted the new moniker, “your local fresh source solution.” In 1999, the company committed to supporting local farms by distributing their products. As Jamie and Eat’n Park were working towards the FarmSource program in the early 2000s, the companies’ relationship naturally grew. Local farmers sought to supply produce to restaurant chains like Eat’n Park, but they were unable to transport their products. Paragon Foods, with its extensive network, experience in sustainable sourcing, and vast pool of sources and suppliers, connected those local farmers to Eat’n Park restaurants, whose produce is now fully supplied by Paragon and its partners. Rather than each Eat’n Park location sourcing its products individually from a number of providers, its regular Paragon Foods delivery satisfies all of a location’s produce needs.

“Instead of handling multiple shipments in a week, Eat’n Park has one Paragon truck backing up to restaurant with all of its produce,” said John McClelland, the Chief Operating Officer of Paragon Foods. In many cases, that shipment arrives quickly. Paragon’s system can deliver from a farmer’s field to the restaurant’s kitchen in as little as 12 hours. Paragon Foods, thanks in part to its work with Eat’n Park and its entire family of restaurants and services, has grown exponentially in recent years. In 1993, years before the company adopted its local focus, Paragon Foods saw $12 million in sales; in 2014, five years into its local initiative, it saw $70 million. McClelland recognizes Eat’n Park’s role in his company’s long-term success: “the way we do business together has to be a partnership. It has been a significant part of our business for years, and it will continue to be. We wanted to be the leader in local sourcing many years ago. The way EnP conducts business – to local sourcing or generally their commitment to fresh food – has meant a lot to Paragon because we are a fresh food company.”

For Eat’n Park, Paragon’s transition to local sourcing was especially timely. “As Eat’n Park’s local initiative became a big part of their marketing and public brand, we became an even more perfect fit,” McClelland shared. Eat’n Park was able to seamlessly integrate its ever-expanding list of products sourced locally by using a longtime partner, and Paragon was able to accommodate the company’s increasing requests relating to its sourcing partners. As of 2015, Eat’n Park was still among Paragon’s top clients: Eat’n Park spent roughly $11.5 million on goods from Paragon in 2014.

“The fact that they’re so committed to fresh makes them such a significant partner to us. It has had a significant impact on our business,” said McClelland of Eat’n Park.

“...In a time when many family establishments find themselves dealing with financial hardships and shuttering doors, Eat’n Park restaurants have found a way to not only continue to grow, but to thrive.”

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Sustainable Milk

In order to increase a cow’s milk production yield, many farmers use recombinant bovine growth hormone (rBGH) injections. A manmade hormone, rBGH was approved for use by the Food and Drug Administration in 1993, but several other countries — including the European Union — have not authorized its use on herds because of the possible harmful effects on humans. Early concerns involve passing on the hormone and its side effects, which potentially includes various types of cancer, to consumers and the increased frequency of infections in cows treated with the hormone.

Requesting that a farmer sacrifice the increased productivity of his herd that comes with rBGH injections for one buyer is a hard sell, but, constrained by the directives of company leadership, Jamie was faced with just that. Jamie had to convince farmers not to inject all of their cows with rBGH so that they would be able to sell to Eat’n Park non-hormonal milk. Fortunately, Jamie was successful and ultimately, the farmers that chose to work with Eat’n Park to supply non-rBGH milk noticed that the money they spent on rBGH injections offset any profit that had been realized from the increased milk yield.

Finding Success in Difficult Times

In a time when many family establishments find themselves dealing with financial hardships and shuttering doors, Eat’n Park restaurants have found a way to not only continue to grow, but to thrive — and to thrive according to their own terms.


14 Ibid.

15 Ibid.

When he finds a potential partner — an artisan, grower, butcher, or farmer — Jamie pays an on-site visit to “follow the food” from planting to shipment. Credit: Rich Waters Photography

For example, Bob Evans Farms, Inc., a parent company to a chain of family establishments located primarily in the Midwestern United States, was forced to close over 20 of its signature Bob Evans Restaurants in early 2015 due to financial struggles.  

Bob Evans Farms, Inc. manages roughly 600 restaurants in 19 states, with the first restaurant serving customers since 1946. Like Eat’n Park restaurants, the Bob Evans chain started with just one store, a truck stop, in 1962. Founder Bob Evans opened that location in Rio Grande, Ohio after local markets refused to sell his top-quality meats, believing that customers would not pay a premium for better quality products.  

At the end of last year, Bob Evans Restaurants posted a $9.2 million loss. In response, Bob Evans Chief Financial Officer Mark Hood announced that the restaurants would revamp their menus, which would notably return to using fresher, whole ingredients instead of products like liquid eggs. Importantly, he also noted the company’s renewed focus on customer service, which would be essential to luring back former customers. “The guest experience is where we will win or lose the battle for market share,” Hood said.

Bob Evans Farms, Inc.  

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21 Ibid.  
22 Ibid.
In the same period that Bob Evans Farms, Inc. has suffered financially and been forced to close several restaurants, Eat’n Park has seen steadily increasing revenues and, in May 2015, broke ground on a new restaurant in the Pittsburgh area. The store is one of many that Eat’n Park has revamped. Since 2008, Eat’n Park has remodeled 32 existing restaurants and introduced 43 pick-up windows at existing locations. Though Eat’n Park Hospitality Group has slowed growth of the Eat’n Park Restaurant footprint, opting instead for renovating and modernizing existing locations, the company has continued to expand in its other brands; specifically, Hello Bistro, a modern-style location known for its expansive salad bar and marketed as Eat’n Park Restaurant’s “sassy cousin,” has garnered much of the company’s attention.

The challenges faced by companies like Eat’n Park Hospitality Group and Bob Evans Farms and, most notably, their flagship restaurants have forced many to rethink their identities and company strategies. Some have chosen to steer their corporate ships in new paths to explore new opportunities for growth and development. Others have instead chosen to stay loyal to their course and, like Eat’n Park, use their community focus and long-practiced corporate values as a map.

**Alignment with Company Values**

Eat’n Park’s corporate values are more than words on a plaque at a restaurant or a section on its website. The company is guided by its long-held values (most of which embody the company’s longstanding community orientation) in all of its major decisions and believes that it is these values have brought growth and success.

- **We Care About People.** We care about each other, we care about our guests, and we care about the folks who live in the communities we serve. We strive to connect with people — to build relationships around the food that we serve.

- **We are Passionate About Food.** We provide fresh, wholesome, innovative food made from locally sourced ingredients whenever possible, because food is at the center of the life-enriching experiences that we create for our guests. We hold ourselves to a high standard of quality — it’s what our guests expect.

- **We Embrace Innovation.** Our marketplace, our guests, and our world are always changing and we must continually look for ways to improve. We don’t change for the sake of change — we seek change to make our business and our communities better.

- **We are Fiscally Responsible.** The financial well-being of our company is key to our current and future success. We are dedicated to being responsible long-term stewards of the financial resources at our disposal for the benefit of our stakeholders, team members, guests, and clients.

- **We Believe in a Culture of Integrity, Diversity and Accountability.** We treat our guests and fellow team members with respect, valuing the diverse perspectives that each and every individual has to offer. We are honest and accountable; we deliver on our promises.

In identifying and adopting these six values, the company’s executive team sought to encapsulate Eat’n Park’s corporate identity and culture. By adopting them and educating both the public and its employees about their roots and meaning, Eat’n Park hopes to inspire and guide future leadership in continuing company growth in the way that has made it successful thus far.

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Contrarian Success Story

Because Eat’n Park is guided primarily by its longstanding values, the company often makes decisions that are contrary to those made by competitors or are otherwise counterintuitive. In most cases, Eat’n Park leadership simply chooses its values and its customers over market trends or cost cutting.

We Care About People: Driving the Trans Fat Bandwagon

In June 2015, the Food and Drug Administration released its decision to outlaw partially hydrogenated oils, the primary source of trans fat, by June 2018.24 The FDA specifically noted that the oils are no longer "generally recognized as safe,"25 and the Institute for Medicine declared that there is no safe level of consumption.26 Trans fats boost risk of coronary disease given they raise “bad” cholesterol, or low-density lipoprotein cholesterol.27 The U.S. Centers for Disease Control and Prevention believes that removing partially hydrogenated oils from processed foods could prevent up to 20,000 heart attacks and 7,000 coronary deaths a year, according to the US Centers for Disease Control and Prevention.28

The move by the FDA came after years of research indicating that trans fats are a leading cause of some of the United States’ most troubling health issues—and years after Eat’n Park’s decision to eliminate the soon-to-be-banned partially hydrogenated oil from its restaurants.29 In August 2005, Eat’n Park announced that each of its restaurant locations would transition to trans fat-free canola oil. It was one of the first chains in the country to make the change. “Switching to trans-fat free is the right thing to do,” said Brooks Broadhurst, Vice President of Purchasing for Eat’n Park Hospitality Group. “Eat’n Park is committed to a consistent dining experience for its guests and the move to trans fat-free oil helps fulfill that promise.”30

In August 2005, Eat’n Park announced that each of its restaurant locations would transition to trans fat-free canola oil. It was one of the first chains in the country to make the change.30

As early as the 1950s, restaurants and food manufacturers used trans fat as an inexpensive substitute for butter and lard.31 Through the 20th century, trans fat was still a cost-effective product to add texture to foods and prolong shelf-life; thus, it was a popular option for high volume restaurants such as Eat’n Park.32

Among the many challenges to transitioning to a trans fat-free restaurant, Eat’n Park was especially concerned with maintaining consistency in its menus and recipes. “The idea of making Eat’n Park’s food healthier was appealing, but customers were likely to get upset if everything suddenly started tasting different,” said Brooks Broadhurst, who was then the company’s vice president of purchasing.33 Fortunately, months of testing by experts at Penn State’s Center for Food Innovation brought the restaurant a new product that tastes and cooks

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25 Ibid.
30 Ibid.
32 Ibid.
like the previously used soybean oil. The canola oil that the restaurant chose is trans fat-free and has 1 gram of saturated fat. The soybean oil had 3 grams of saturated fat and 2 grams of trans fat.

The healthier and trans fat-free canola oil came at a cost for Eat’n Park. At the time the restaurant converted from soybean to canola oil, soybean oil cost $0.643 per ounce, while canola oil cost $0.78 per ounce. One Eat’n Park restaurant can use up to 1,000 pounds of canola oil in just one month. Over the course of one year, that restaurant will spend an additional $25,000 to support its switch from soybean oil to canola oil. The difference, of course, is significant, but Eat’n Park and many of its colleagues that have made this change hope to see long-term savings, as canola oil lasts longer than soybean oil.

**We Embrace Innovation: Better Coffee Beans**

In 2006, Eat’n Park leadership determined that the quality of the restaurant’s coffee was below the standard that had been set for the rest of its menu. Thus, the decision was made that the restaurant would find new and improved sources of coffee.

That decision led Jamie and Eat’n Park to Hacienda La Minita, a plantation in the coffee-rich area of Los Santos in Costa Rica. Tons of coffee cherries grown at La Minita each year are sent to Eat’n Park’s roaster, Distant Lands, a company known for its top quality coffee as well as its renowned focus on sustainable practices.

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24 Ibid.
25 Ibid.
Transitioning to its custom gourmet coffee blend came at a high cost. In addition to the increased acquisition cost, Eat’n Park also encountered increased volume that accompanied its improved brew. Due to the richness of the flavor, brewers must use additional coffee grounds in order to yield the optimal cup. Using its previous product, Eat’n Park yielded 10 cups of coffee per 2 ounces of coffee grounds, and each cup, when sold individually, costs a consumer $2.19. For the same cost to the consumer, coffee acquired from Distant Lands now brews 10 cups of coffee with 2.5 ounces of grounds.²

To put the ratios in perspective, the Specialty Coffee Association, which seeks to unify and educate major players in the coffee industry under informal uniform standards, recommends that a “specialty” coffee shop use at least 3 ounces of coffee grounds per 10 cups of coffee. Perhaps more striking, many other family restaurants competing in Eat’n Park’s primary market may use as little as 1.7 ounces of coffee grounds per 10 cups of coffee.

At the time of conversion, Eat’n Park’s previous product cost the company just under $0.14 per ounce ($2.19 per pound). Immediately after the conversion, Eat’n Park’s ground coffee, made from beans grown in Costa Rica, cost the company $0.217 per ounce ($3.47 per pound).

Eat’n Park’s decision to make the switch wasn’t one aimed at financial gain; instead, the company sought to improve its services, offerings, and — ultimately — experience.

**Moving Forward**

Eat’n Park has been able to strategically leverage its long-time strengths and corporate values to capitalize on the “eat local” and “sustainability” trends. Like all things, though, those trends will likely come to an end.

1. Without the ability to anticipate the next wave of consumer interests or values, are Eat’n Park’s current growth patterns in jeopardy when they hit? How much of that current or recent growth should be attributed to FarmSource instead of other marketing, operational, or financial decisions?

Since 2005, Americans have evidenced an interest and enthusiasm for the concepts of sustainability and local sourcing. Recognizing that there are benefits to reap from that interest, many restaurants — including those that compete directly with Eat’n Park Restaurants — have either adopted sustainable principles or, legitimately or insincerely, rebranded their current practices as “local” or “sustainable.”

2. As Eat’n Park’s competitors continue to adopt sustainable practices and explore local sources and partnerships, will Eat’n Park’s current practices continue to differentiate the company in a historically competitive market? Is the advantage of leveraging its sustainability initiatives itself a sustainable one for Eat’n Park?

Charles (Chuck) Hammel III, President of PITT OHIO, a transportation solutions provider that moves freight locally and regionally, walked into his company’s headquarters, located along the Allegheny River in the Strip District neighborhood of Pittsburgh. The Strip District neighborhood formed in the 19th Century around the terminus of the Pennsylvania Canal and one of the largest rail yards of the former Pennsylvania Railroad. Today, the neighborhood is transitioning from de-industrialization, with the conversion of warehouses into lofts and cultural amenities connected to the still vibrant, wholesale-retail hybrid markets for food and products. Every Saturday morning, the Strip District still buzzes with people coming to do their shopping at fresh fish markets, produce, and grocery store/outlets offering food of every ethnic variety. The Strip District was part of a larger community development plan to embrace sustainability to guide its transformation.

As Mr. Hammel entered the building, he was proud of the way PITT OHIO was also evolving along with the community: by becoming more sustainable and more cost-efficient, the firm was reinforcing its own values and the values of the Strip District community around it. Being sustainable was not a simple task in an industry that relied heavily on large carbon emitting vehicles. But Chuck and others at PITT OHIO saw this challenge as an opportunity instead of an insurmountable hurdle.

Chuck’s vision for PITT OHIO has been to focus on quality and innovation to provide reliable, flexible and dependable service. Implementing projects that make the organization more efficient keeps service high and costs down and allows PITT OHIO to create more value for its customers. It also ensures that PITT OHIO operates in the most environmentally friendly manner in order to remain a valued member of the community. Long before the term “sustainability” became a business norm, Chuck was using an entrepreneurial vision to identify different ways that PITT OHIO could run its operation and expected department leaders to implement innovative solutions in their respective areas. Each department at PITT OHIO was challenged to use different technologies to find ways of doing business better. Then using the framework of sustainability, PITT OHIO was able to measure their results in a way that is meaningful and directional for the future. In addition, Chuck continues to use sustainability as a way of finding innovative methods of doing things outside of what a trucking company has traditionally done.

**PITT OHIO’s Background and Industry**

In 1919 Charles Hammel Sr. started his own business called Hammel’s Express with a horse, a buggy and a single customer. His son, Charles Hammel, Jr., continued his father’s legacy in the 1940s, and his son, Charles “Chuck” Hammel III, along with his brothers Bob and Ken attained a separate operating license and formed their own company in 1979. They purchased trucks and leased a warehouse in Ohio, and named the
company PITT OHIO EXPRESS to signify the movement of freight between Pittsburgh, PA and Ohio. By 2016 PITT OHIO had 21 terminals and nearly 8,000 customers. The company was a local leader in the freight transportation industry, moving approximately 15,000 freight shipments in a single day.

Nearly all physical goods in 2016 involved being transported by truck at some point during its lifecycle, and the freight carrier industry served an essential part of the supply chain of most items. The motor carriage/trucking industry made up to 78 percent of the entire transportation cost in the United States while moving 9.2 billion tons of freight (about 67 percent of all freight) through the US. In 2010 these trucks logged nearly 400 billion miles across all classes of trucks while consuming 37 billion gallons of diesel.

PITT OHIO's largest operation focused on shipping business-to-business as a Less-than-Truck Load (LTL) carrier. The LTL industry specialized in smaller freight shipments between 150 and 20,000 pounds while the other primary alternative, Full Truckload (TL) carriers shipped for businesses needing semi-trailer sized capacity. The shipping alternative that most consumers encountered more directly was the parcel carrier industry delivering shipments that are less than 150 pounds and dominated by companies such as FedEx, UPS, USPS, and DHL. PITT OHIO has capabilities in both the Full Truckload and Parcel modes.

Freight shipment companies operated in a variety of environments: direct transportation, pure hub and spoke networks, and hybrid hub and spoke networks. The hub and spoke networks employed economies of scale by collecting shipments and transferring them to terminals where they were combined with other shipments to be transferred. With regional carriers, the reach of their networks were extended through partnerships with other carriers where shipments were further combined with those from other networked carriers to travel longer distances. PITT OHIO followed the hub and spoke model along with a network of partners to expand its territory. While this sometimes incurred transfer processing costs, this model presented the most economical option for the LTL industry. PITT OHIO joined its regional hub and spoke system with the other carriers of The Reliance Network (TRNET).

The local specialized freight industry had yearly revenues of $40 billion and the long distance freight shipping industry had overall revenues of $175 billion. While the trucking industry experienced a slowdown during the 2008 recession, the industry was poised to steadily grow. The largest 25 LTL carriers had experienced growth of 9.1 percent since 2014, an improvement over previous years when growth was about 4.3 percent.

PITT OHIO was the 17th largest LTL carrier in the United States and had seen its post-recession growth of 8.5 percent with a 2014 sales average of $600 million. Part of PITT OHIO’s growth was through the acquisition of smaller carriers and continuing to diversify the services they offer their customer base.

As the economy continued to grow and consumer spending rose, there was more pressure on the freight capacity for the LTL and TL industries. This pressure was projected to coincide with rising fuel costs as scarcity increased. Although diesel prices had dropped significantly over the past few years from an average of $3.92/gallon in 2013 to $2.73/gallon in 2015, prices were expected to rise 30 percent by 2025. Overall, the volatile

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1 Carrier selection: understanding the needs of less-than-truckload shippers. Zachary Williams, Michael S. Garret and G. Stephen Taylor. Transportation Journal. 52.2 (Spring 2013): p151
price of crude oil was a large limiting factor for the freight industry, and price volatility affected smaller carriers disproportionally.  

**Freight Industry Environmental Impact**

With climate change concerns on the rise and with nearly every scientist agreeing that greenhouse gas emissions (GHG) from human activities was the major contributing factor to the warming of the climate, the trucking industry was facing a future of needing to confront its emissions challenges. Trucking had the highest per ton fuel consumption of any of the other freight carrier alternatives, such as rail and barge. Freight transit could not simply be switched over to the more fuel efficient rail and water methods due to limits on capacity in those systems and limits on their abilities to reach customers directly.

In addition to the raw cost of fuel, the emissions from the use of these fuel products had other costs, such as cost of environmental damage and effect on human health. These additional costs were on the verge of being integrated into the financial system in the form of a price of carbon, or the social cost of carbon. In 2015, the U.S. Office of Management and Budget estimated the social cost of carbon to be $36 per ton of carbon released.  

A 150 pound shipment moved 1000 miles via the LTL method generated about 25 pounds of carbon emissions with a social cost of carbon of $925.  

Future regulations requiring the accounting for these costs would be highly impactful to the shipping industry.

Customers had not, for the most part, been seeking environmentally sustainable carriers; however, Mr. Hammel saw the need for a service that accounted for emissions in the future. Currently, between 25% and 50% of PITT OHIO’s customers were focusing on sustainability, with the majority accounting for Scope 1 emissions—those that occur on properties that are directly owned by the customer organizations, such as their office buildings, manufacturing plants, and their own fleets. As a carrier for these customers, PITT OHIO’s emissions would be considered Scope 3, meaning emissions which include contracted services that are not controlled by the primary entity. Mr. Hammel estimated that only about 5% of their customers were currently focused on Scope 3 emissions; however, this situation was likely to change quickly, as customers were evolving their demands for such Scope 3 information. PITT OHIO was moving to be prepared to meet these eventual demands.

As Mr. Hammel reflected on the nature of this legacy industry, there were many opportunities for increased sustainability and potential improvement. The opportunities to save fuel and decrease GHG emissions needed be found in making the trucking industry more efficient and sustainable. He thought back to the near past to some decisions that he and his team made. He was surprised at how what started as a way to achieve competitive advantage through innovation led the firm to this current position, with sustainability important to its strategy.

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Emissions Awareness

PITT OHIO’s Chief Marketing Officer and Executive Vice President Geoffrey Muessig had been with the firm throughout this period of change. He strongly and consistently supported the idea of finding ways for PITT OHIO to differentiate itself in the market through innovation. Cost and speed were the primary features in choosing a carrier in the freight industry; however, the reliability of the shipment and overall operational performance can present crucial differentiators in this industry where competition on price was a given.

The first step in PITT OHIO’s sustainability journey was the understanding of the current carbon emissions. In 2011, Chuck asked Geoff Muessig to develop a carbon calculator by working with local universities. Once the carbon calculator was in place, business strategies could be developed in regard to which projects could have the most impact. The carbon calculator also made clear which departments had the most impact to emissions: Operations, Vehicle Maintenance and Building Maintenance. It would take a team effort at PITT OHIO to develop an award-winning, impactful sustainability program. In 2012, PITT OHIO launched their Sustainability Steering Committee.

Impact of the Trucks

PITT OHIO’s leadership team recognized that awareness of a company’s carbon emissions and overall impact on the environment would prove to be a beneficial strategy. As expected, the carbon calculator showed that 90% of PITT OHIO’s GHG emissions came from operating the trucks. More importantly, the carbon calculator also showed the impact that improving miles per gallon (MPG) would have on overall emissions. The Operations team implemented PeopleNet software in 2002 to not only track shipment pickup and delivery statistics but also driver statistics on how efficiently the truck was being driven. Shifting, stopping and idling all impact MPG performance. This also means PITT OHIO’s front line employees, the drivers, can directly impact sustainability results, as well as service and quality.

The equipment also has an impact on MPG performance. The Vehicle Maintenance team has been critical in working with truck vendors to test alternative fuel vehicles. In 2014, PITT OHIO purchased two vehicles than ran on compressed natural gas (CNG): a Mack tractor and an Isuzu box truck. The goal of adding these vehicles was to test the feasibility of fueling and driving these alternative vehicles. After the successful initial test, the company added 6 more CNG tractors to the fleet. The test revealed one limitation: the limited availability of CNG fuel sources on longer haul trips, so the vehicles operated mostly within the greater Pittsburgh area. As a result, PITT OHIO is leveraging its long history of innovation, and looking to ways of powering a truck using electricity that is generated locally through wind and solar power. While this is a long term research project, by starting the research now, PITT OHIO hopes to be first to market with this sustainable solution.

Continued GHG emission reductions are a point of pride for PITT OHIO as well as an important step towards resiliency. These reductions were made without major overhauls in equipment and stemmed the tide of consistent growth in the GHG emissions from transportation. Since 1990 the GHG emissions from transportation alone has grown about 16%; therefore, PITT OHIO’s performance of negative GHG emission growth was promising. The company’s progress involved the same types of vehicles that most trucking companies owned and showed what any organization that ships freight via trucks could accomplish.

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11 Personal Interview, Geoffrey Muessig, August 2016.
Sustainable Terminal

Long before PITT OHIO had a sustainability program, the Building Maintenance team was tasked to find solutions to run each of the 21 terminals and the corporate office in the most environmentally and cost-efficient way possible. LED lighting, waterless urinals and other utility saving projects had been implemented at all of the terminals. The Building Maintenance team became familiar with the latest technologies and tools, such as LEED certification, and implemented them in all of their projects.

In 2014, PITT OHIO’s largest visible commitment to sustainability was their new terminal building. As the company continued to grow, a facility with up to 100 bays was necessary in order to eliminate idling and waiting. A new terminal in nearby Harmar Township, PA was built to LEED standards, the first freight terminal in Western Pennsylvania to have been built according to such credentials. The new location was chosen to improve trucking route efficiency by steering clear of urban traffic to reduce emissions and delivery times. The Harmar facility featured a building that was oriented to maximize daylighting; that had a white sloped roof to reflect solar heat; that used geothermal heating and cooling; that had DC electricity; that was made from locally sourced building materials, some with high recycled content; and that deployed bio swales in the landscaping to reduce overflow and conserve water.

Building costs accumulated not just in the design and construction phases, but in the operations stage over a building’s lifetime. The average building accumulated 80 percent of its lifetime costs in usage, and an energy efficient, LEED certified building could cost up to 25% less in operations. LEED buildings, on average cost 0 to 10% more to construct than conventional buildings. PITT OHIO installed solar panels at their facility in East Windsor, New Jersey and have now been operating at net zero and able to sell electricity back to the grid. PITT OHIO continues to set an example for their employees, customers and the community because sustainability equals cost savings. PITT OHIO is also pursuing LEED certifications for an office/terminal and a separate shop being built in Parma, Ohio.

“An energy efficient, LEED certified building [like PITT OHIO’s Harmar Township terminal building] could cost up to 25% less in operations.”

Sustainability Strategy and Communications

In their first year of tracking PITT OHIO was able to reduce GHG emissions by 3% by reducing utility usage at their facilities and improving fleet MPG through improved maintenance of their trucks as well as educating and monitoring drivers on sustainable driving techniques. By 2014, PITT OHIO saw an overall per shipment carbon reduction of 1.4% through a combination of MPG improvement and a reduction in utility usage. These reductions were achieved despite a 5.6% increase in shipments handled and a 4.1% increase in miles driven over the previous year.

By keeping sustainability expertise in the critical areas of Operations, Vehicle Maintenance, and Building Maintenance, PITT OHIO was able to identify projects that had high impact to the overall business and delivered a measureable return in cost and energy savings. The last step was to bring in support groups, such as Marketing and Information Technology, to help the Company measure, report, and communicate its sustainability initiatives internally and externally. This also meant that PITT OHIO did not have to expend additional costs in developing a separate Sustainability group or leader. The Sustainability program was “baked in” to each department.

By leveraging the different departments, PITT OHIO was able to employ its carbon calculator as a service for its customers to raise their awareness about carbon footprint in relation to freight. Customers had access to
this data to begin sustainability programs for their own operations, to include in corporate social responsibility (CSR) reporting, and to further communicate about emissions. Furthermore, in 2015 PITT OHIO partnered with the Carbon Fund to help customers go to the next level in their carbon minimization programs. The Carbon Fund offered carbon offsets as a way to further mitigate the risks of carbon output from freight shipping. The program also furthers dialog about overall Scope 3 carbon emissions to help customers set and achieve sustainability goals. PITT OHIO’s customers were increasingly opening to knowledge about shipping’s full impacts.

“Materiality” referred to the need to identify the components of sustainability that are most important to the organization from the perspective of key stakeholders. The concept originated in financial reporting from accounting. Material financial issues were issues that were important to investors in making investment decisions. Material sustainability issues referred to issues that stakeholders needed to know about permitting a company’s license to operate, its impacts on the community and environment, as well as financial performance. Companies that were aware of their material sustainability issues could set goals to address them to meet the expectations of all major stakeholders, including community, customers, investors, and others.

The Steering Committee developed a road map focused on the Triple Bottom Line which is based on the principles of People, Planet, and Profit. In the program, People referred to the safety, health, and engagement of employees. Profit focused on the growth and financial viability of the enterprise. The Planet dimension articulated PITT OHIO’s concern for the community and for mitigating carbon footprint, the issue that leadership determined to be most material to their organization’s operations. Mitigating emissions was also a focus in the firm’s long range enterprise plan, which highlighted the five key dimensions of Customer, Finance, Employee, Safety/Security, and Infrastructure.

Using the People, Planet, and Profit framework, PITT OHIO developed its first annual report on Sustainability in 2013. This document became the first communication device to share internally and externally on everything PITT OHIO had been doing in terms of operating sustainably. This communication was quickly embraced by PITT OHIO’s customers and the communities in which PITT OHIO operates. The vision that Chuck started with had brought about measurable change and the transportation community could appreciate the real, measurable results that PITT OHIO achieved.

**Sustainability Report and Southwestern Pennsylvania Sustainable Business Compact**

The Steering Committee issued its first Corporate Sustainability Report at the end of January 2013 as part of its focus on strengthening its competency in the area of transportation sustainability. “Our sustainability reporting provides a big picture view of how PITT OHIO is advancing its sustainability efforts,” Mr. Muessig said. “Through these reports we are better able to invest in our rolling stock and corporate infrastructure, while reducing costs, saving energy, and reducing our carbon output. PITT OHIO is using its sustainability strategy to build a competitive advantage for our customers while continuing to enhance our reputation for innovation.” Sustainability reporting provided information on the company’s social, environmental and governance performance. This type of reporting
helped businesses increase their understanding of risks and opportunities. In addition, the reports assist companies in being able to further understand the link between financial and non-financial performance.¹³

Building off of this initiative, PITT OHIO became one of the first three companies (along with Eat n’ Park Hospitality Group and Thar Energy) who qualified for Challenger Level designation in the Southwestern Pennsylvania Sustainable Business Compact, a commitment and performance platform that provided a credible and rigorous pathway for businesses to advance and publicly demonstrate their corporate sustainability achievements in Southwestern Pennsylvania. The program was built around twelve dimensions of sustainability performance:

1. Diversity, Equity & Inclusion
2. Energy Efficiency & Conservation
3. Sustainable Materials Management
4. Smart Growth, Sustainable Communities and Green Buildings
5. Workforce Development
6. Economic Prosperity
7. Water Quality & Stewardship
8. Transportation
9. Citizen Civic Engagement
10. Health & Wellness
11. Air Quality Improvements
12. Governance and Management

Sustainable Pittsburgh created the Compact through a year-long process in 2012 that involved benchmarking sustainable business rating systems, such as the Global Reporting Initiative (GRI) as well as corporate social responsibility (CSR) reports and programs that are common throughout the marketplace. Sustainable Pittsburgh translated these benchmarked practices into the twelve sustainability essentials and performance metrics. Sustainable Pittsburgh next vetted these essentials through a peer-review process involving regional sustainability managers and other leaders in regional sustainability practice for how meaningful these essentials would be to SWPA’s sustainability performance. The vetted essentials were aligned into the categories reflecting their contribution to different levels of sustainable business practice. The resulting set of 171 essential indicators reflected meaningful and measurable sustainable business practices. The presence of these indicators, across all of the categories, with their interlocking reinforcement of corporate systems, management practices, leadership and employee activities, created emergent, adaptive, and resilient capacities present in a sustainable business.¹⁴

“The SWPA Sustainable Business Compact raised the bar in terms of corporate leadership, collaboration, credibility, and transparency,” said Matthew Mehalik, former Program Director at Sustainable Pittsburgh. “It provided a blueprint for businesses to advance and publicly demonstrate their corporate sustainability

¹³ Online: http://c4spgh.org/Compact_Workshop1_releaseFINAL030513.pdf, viewed March 31, 2016
achievements through a series of actions covering various sustainability components including resource efficiency, diversity, smart growth, workforce development, governance and management.  

Companies that demonstrated their proficiency across these twelve areas of sustainability were recognized in public ceremonies according to their performance as Challenger, Leader, or Champion Level Sustainable Businesses. Sustainable Pittsburgh presented PITT OHIO with its Challenger Level, 10-inch, bronze seal on March 13, 2013 in a ceremony that featured presenters on “The Value of Sustainability Reporting.” PITT OHIO’s Chief Marketing Officer and Executive Vice President, Geoff Muessig, provided a keynote address at the awards ceremony and received the recognition award. During his address, Muessig presented on PITT OHIO’s sustainability report results and the benefits that PITT OHIO was accruing through their pursuit of sustainability in its operations: cost savings, marketplace differentiation, becoming a better corporate citizen, learning, and innovation. Over the course of the next two years, three additional regional companies were recognized through the program, with more on the way in 2016.

**Going Forward**

Mr. Hammel wanted to keep PITT OHIO a lean and agile organization, with few layers of management. To meet its sustainability goals, the firm’s managers were tasked with addressing the People, Planet, Profit framework and the Enterprise dimensions in their departments. Sustainability became a point of discussion at meetings, joining financials and operational performance dimensions. The program helped communicate PITT OHIO’s values and develop metrics and goals to be met by the departments. He knew sustainability efforts that started at the top of the organization were more likely to succeed. The President created the vision and endorsed it as part of the overall corporate strategy. Mr. Hammel hoped his leadership had created an atmosphere where all of the departments were focused on their contributions to the sustainability of the firm.

As Mr. Hammel reflected on all of the changes at PITT OHIO, he thought about the current communications strategy. Marketing and branding the information in a consumer driven way was not part of their brand or mission. Instead, the firm focused on their business-to-business stakeholders and customers and the sustainability of PITT OHIO's operations. Some of the stakeholders in the process learned about these values and how they fit under the umbrella of sustainability. Customers were beginning to address sustainability in their RFPs. As customers searched for more sustainable carriers, he hoped that they were finding PITT OHIO. Through this building of reputation, PITT OHIO was positioning itself to integrate into these selective customers' supply chains. Mr. Hammel has positioned PITT OHIO as a leader in the shipping field with a vision for the company as a leaner, more responsible and more sustainable business.

16 Online: http://c4spgh.org/Compact_kickoff.html, viewed March 31, 2016.
17 Interview with Muessig.
Get Started
Take the Next Step Toward Sustainability

Work with the David Berg Center for Ethics and Leadership

The David Berg Center for Ethics and Leadership welcomes the opportunity to work with organizations across Western Pennsylvania on projects related to ethics, leadership, sustainability, and corporate social responsibility.

The Berg Center’s mission is to pursue research, education, and impact through community engagement. Whether you are a small nonprofit, a family-owned business, or a global corporation, the Berg Center offers a number of ways to get involved.

Get Involved

- Sponsor a consulting project where MBA students or undergraduate students can solve real problems facing your organization
- Participate in a research project focused on social responsibility led by Katz faculty or doctoral students
- Serve as a guest speaker in a course or be a judge in a business-focused case competition

Contact the Berg Center

Please reach out to us today if you would like to learn more.

business.pitt.edu/katz/berg/
BergCenter@katz.pitt.edu
Join Sustainable Pittsburgh’s Business Sustainability Network

**Sustainable Pittsburgh’s vision:**

Through the policy and practice of sustainable development, Southwestern Pennsylvania has a strong economy in which all people can live to their potential, are engaged, and prosper within the means of a clean, healthy environment.

We achieve this vision through work with businesses, municipalities, and other non-governmental organizations in the region. Join us today!

- Become a member of our Business Sustainability Professionals cohort to connect with experts and peers on best practices
- Participate in the Pittsburgh Green Workplace Challenge, the Southwestern Pennsylvania Sustainable Business Compact or one of our other performance programs
- Get certified as a Sustainable Small Business, Sustainable Pennsylvania Community, or Sustainable Pittsburgh Restaurant
- Are you a CEO or other top executive at your organization? Contact us about joining the CEOs for Sustainability executive council
- Take the “I am Sustainable Pittsburgh” pledge
- Support our programs as a member or sponsor

**Learn more!**

- Access [C4SPgh.org](http://C4SPgh.org) for professional networking and programs to advance business sustainability at your firm
- Access [sustainablepittsburgh.org](http://sustainablepittsburgh.org) to learn more about Sustainable Pittsburgh, support our work, and take the “I am Sustainable Pittsburgh” pledge
- Contact us at Info@SustainablePittsburgh.org
Contact Us

University of Pittsburgh
David Berg Center for Ethics and Leadership
2111 Sennott Square
210 South Bouquet Street
Pittsburgh, PA 15260
Phone: 412-624-4054
Email: bergcenter@katz.pitt.edu
Web: business.pitt.edu/katz/berg/

Sustainable Pittsburgh
307 Fourth Avenue, Suite 1500
Pittsburgh, PA 15222
Phone: 412-258-6642
Email: info@sustainablepittsburgh.org
Web: sustainablepittsburgh.org