

## Genzyme Corporation, Cambridge and Framingham, MA



**Situation:** Like all companies, Genzyme generates small quantities of surplus almost every day. Genzyme asked IRN for a solution to keep this material out of the landfill, something simple, non-disruptive, and cost effective.

**Material Composition:** Miscellaneous office, reception and laboratory furniture and equipment.

**Quantity:** Variable monthly quantities from one or two items to ten tons/month.

**Setting:** Urban headquarters building in Cambridge, MA, and suburban campus in Framingham, MA, 18 miles from downtown Cambridge/Boston.

### Overview

Massachusetts-based Genzyme Corporation is internationally recognized not only for its biotech breakthroughs, but for its commitment to sustainable business practices. Genzyme's headquarters was one of the first buildings in the U.S. to earn LEED Platinum, and Genzyme worldwide uses an environmental management system that optimizes performance in water and energy use, air emissions, chemical waste minimization, and solid waste/recycling.

Genzyme started to work with IRN's Surplus Program on large projects when they needed to dispose of hundreds of surplus items. But like every organization in the U.S., Genzyme generates some kind of surplus in small quantities almost every day. According to Mariah Titlow, Genzyme's Environmental Program Coordinator, "The tough items for us to get rid of are tables, chairs, old equipment and excess office supplies. After we did a couple of projects with IRN for multiple trailer-loads, we asked, 'What about the smaller quantities of stuff we get rid of almost every day? What can we do with that?'"

The answer was Less-Than-Truckload pickup of Genzyme's surplus. IRN has trucks collecting recyclables throughout eastern Massachusetts every day of the week, and we treat surplus just like any other commodity. When Genzyme has some that needs to go away, they submit a request through IRN's website (or call, or email – whatever is most convenient), and IRN picks up the surplus the next time we have a truck in the area – never more than two or three days. If it's an emergency and Genzyme needs to clear out the surplus immediately, we rearrange our truck schedule to do that.

When we make a pickup at Genzyme, we take an inventory and return the surplus to our warehouse. There we combine Genzyme's surplus with material from other IRN clients, make a match with one of our nonprofit partners, and ship Genzyme's material for use in disaster relief or development projects as part of a full trailer load, along with surplus from one or two or many other companies and institutions.

### IRN – Integrated Recycling

## Case Study in Reuse: Genzyme Corporation, Massachusetts

### Results

The table shows a year's less-than-truckload activity with Genzyme. Over the twelve months we made 19 pickups at two Genzyme locations in Cambridge and Framingham, MA. But the pattern wasn't regular. Twice Genzyme requested four pickups in a single month, but three times they went an entire month without requiring a single stop. And monthly totals ranged from just 200 to more than 20,000 pounds per month.

Perhaps most indicative of the program's success is the total, nearly 35 tons. That amounts to more than four trailer loads fully packed for our nonprofit partners, and 15-20 dumpsters diverted from disposal.

Genzyme LTL Surplus Pickups		
Month	N of Pickups	Tons
September	4	10.11
October	1	1.05
December	2	1.23
January	1	1.52
February	3	10.30
April	1	0.71
May	2	6.30
July	4	3.37
August	1	0.10
<b>Totals</b>	<b>19</b>	<b>34.69</b>

### Costs

IRN does not sell or derive any other revenue from Genzyme's surplus or any of the surplus we handle. The surplus is provided at no cost to charities that use it in relief and development projects, and the charities absorb most of the cost of shipping and distributing the surplus to needy recipients.

IRN charges Genzyme for the same costs we incur in managing their surplus, which include transportation, handling, and warehousing. We charge for transportation based on the time we spend on each Genzyme pickup. More often than not we are collecting other Genzyme recyclables at the same time we are picking up surplus, so we can spread the transportation cost over multiple commodities. Unless Genzyme will require the entire truck, we also schedule "milk runs" so that Genzyme shares transportation charges with other IRN clients. We charge for the surplus itself based on the volume we pick up, expressed as the fraction of a full truckload. After experience, we know that this correlates directly with our own handling and warehousing costs.

Financially, Genzyme's bottom line is that managing surplus for reuse through IRN costs just about what they would pay to toss the surplus in dumpsters. Genzyme also get a large boost in their reuse+recycling rate, an environmental and social success story, and a meaningful contribution to the lives and well-being of truly needy individuals and communities. For a company that tracks and places real value on its progress toward sustainability, this is a very large triple bottom line success.

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