



### Kelly Summers, CEO of GearUp, assigned

Drew Mills and Addison Lee the task of finding ways to reduce operational costs. Drew and Addison know that one source of inefficiency is order cancellations that happen when suppliers don't ship the inventory they say they will. Even though Drew and Addison know this is a problem, they don't know how big of a problem, and they can't convince Kelly on the basis of a hunch.

Accordingly, Drew and Addison set up a meeting with Lucas Massey, the director of GearUp's IT department, to request a report that they need.

"This looks like trouble! The two of you at once, I mean." Lucas is only partly kidding as he looks at the two of them.

"Oh, come on, Lucas, you can handle us just fine," Drew responds as he sits down. "Besides, if you have

trouble, it's sitting right over there," he says, nodding Addison.

"OK, here's the deal," Addison doesn't have patience for this small talk. "We're trying to get our operations costs down and we know some vendors are causing a ton of extra expense."

"For example," Drew jumps in, "we know General Sports routinely tells us they have inventory they don't have."

"So what happens?" Lucas knows the answer but he wants to hear how Drew or Addison understands it.

"We have to cancel any of the customer orders depended on that inventory, which I think you know Drew's in mid-sentence when Addison finishes his thought.