PLASTIC WASTE FREE ISLANDS

SAINT LUCIA

BUSINESS PLAN

WASTE-TO-PRODUCT

An initiative supported by Norad managed by IUCN
and co-implemented by Searious Business

ACKNOWLEDGMENTS

IUCN Plastic Waste Free Islands (PWFI) project wishes to thank the various partners from government, private sector and industry, academia and research, civil society and nongovernmental organisations that contributed to this work through their participation in workshops, meetings, field excursions, and related consultations within the country.

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AUTHORSHIP

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WASTE-TO-PRODUCT

BUSINESS PLAN

The **Plastic Waste Free Islands (PWFI) Project** is part of the *Close the Plastic Tap* Program of IUCN. PWFI is a three-year project working in six islands in the Caribbean and Pacific.

Implemented in Fiji, Vanuatu and Samoa in Oceania and Antigua and Barbuda, Saint Lucia and Grenada in the Caribbean, the project seeks to promote island circular economy and to demonstrate effective, quantifiable solutions to addressing plastic leakage from Small Island Developing States (SIDS).

This business plan focusses on the **"Waste-to-product"** solution, in the geographic context of Saint Lucia. It demonstrates how the solution can be realized, allowing for the creation of an alternative value chain.

MISSION

WHAT & WHY

What

- A successful business in Furniture and semi-finished products
  - Made from recycled plastic
  - Locally sourced and locally produced

Why

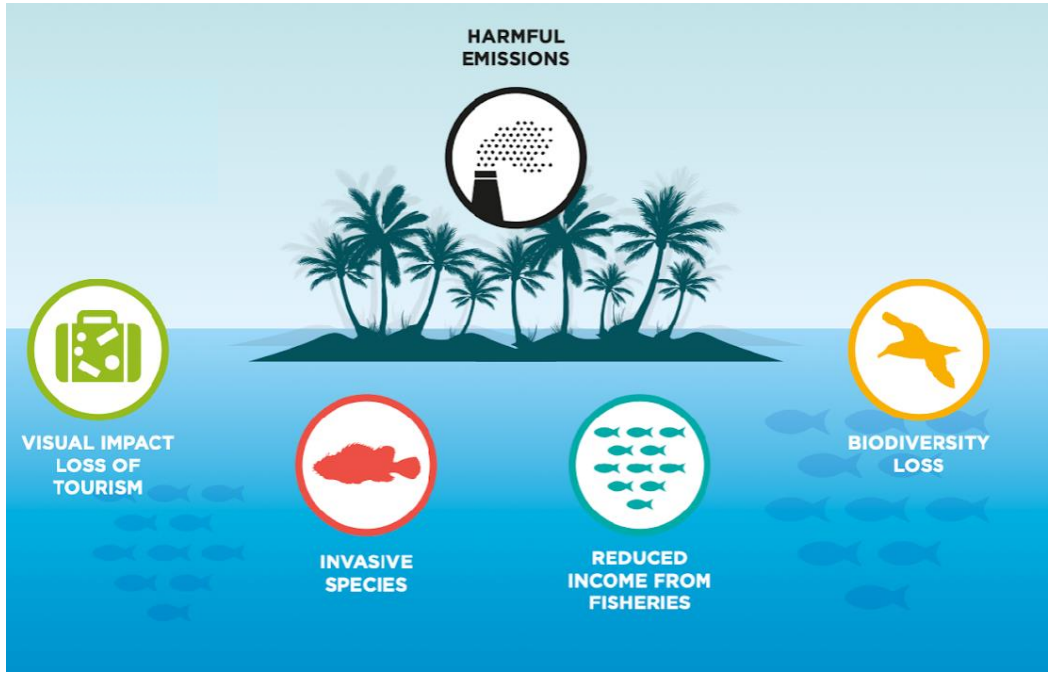
- Local business opportunity
  - Reduce Import-dependency
  - Enhance resource recovery options on-island
  - Job creation
- Reduce overfull landfills and high plastic leakage prevalence
  - Improved waste management
  - Lower environmental impact
- Supporting this venture means supporting the green economy

WHY START THIS BUSINESS

REDUCE PLASTIC WASTE GENERATION & LEAKAGE

Plastic Waste Generation: The total amount of plastic waste that is produced on an annual basis, per plastic material type

Plastic Waste Leakage: The amount of unaccounted waste that is calculated by the difference between plastic material imported and plastic waste disposed.



Financial and environmental impacts of plastic leakage

Polymer	Annual Imports 2018–2019 (T/y)	Total waste disposed 2019 (T/y)	Total recycled 2019 (T/y)	Leakage (T/y) – model based estimate (95% credible interval)
PET (1)	1505.92	1437.39	14.07	187 (0–482)
HDPE (2)	584.85	540.66	3.93	70 (0–275)
PVC (3)	86.58	50.59	0.00	37 (0–71)
LDPE (4)	372.55	367.73	0.00	52.4 (0–245)
PP (5)	514.52	426.86	0.00	105 (0–348)
PS (6)	397.31	356.17	0.00	43 (0–224)
Other (7)	2157.43	1891.18	0.00	341 (0–955)
Overall	5619.17	**5070.58**	18.00	836 (132–1391)

National plastic waste generation & leakage data Saint Lucia with polyolefins in blue.
Source: Final quantification report – Executive summary APWC July 2021

WHY START THIS BUSINESS

CONTEXTUAL ANALYSIS OF WASTE MANAGEMENT PRACTICES

The contextual analysis of waste management practices summarizes the current situation of waste management in Saint Lucia. It evaluates actions like collection, sorting and recycling, as well as future ambitions.

- No central collection at source or segregation at landfill, no local plastics recyclers landfill, or leakage
  - Except for PET Incentivised collection and export of PET beverage bottles through RePlast Project
  - Large volumes of rigid HDPE and PP waste that could be diverted quite easily from landfill
- National ambitions/initiatives/pipeline:
  - Incentivised PET bottle return program of PET beverage bottles through RePlast Project (OECS, Unite Caribbean)
  - The Department of Environment is considering introduction of CDL for PET beverage containers
  - SLSWMA purchased 20 pyrolysis machines in 2020 to incinerate household waste (not enough impact yet on plastic waste reduction)
  - The Government of Saint Lucia has substantially increased the funding they provide to the SLSWMA in recent years

5072 tonnes plastic waste generated/year

Source: Quantification report, Executive summary, APWC July 2021

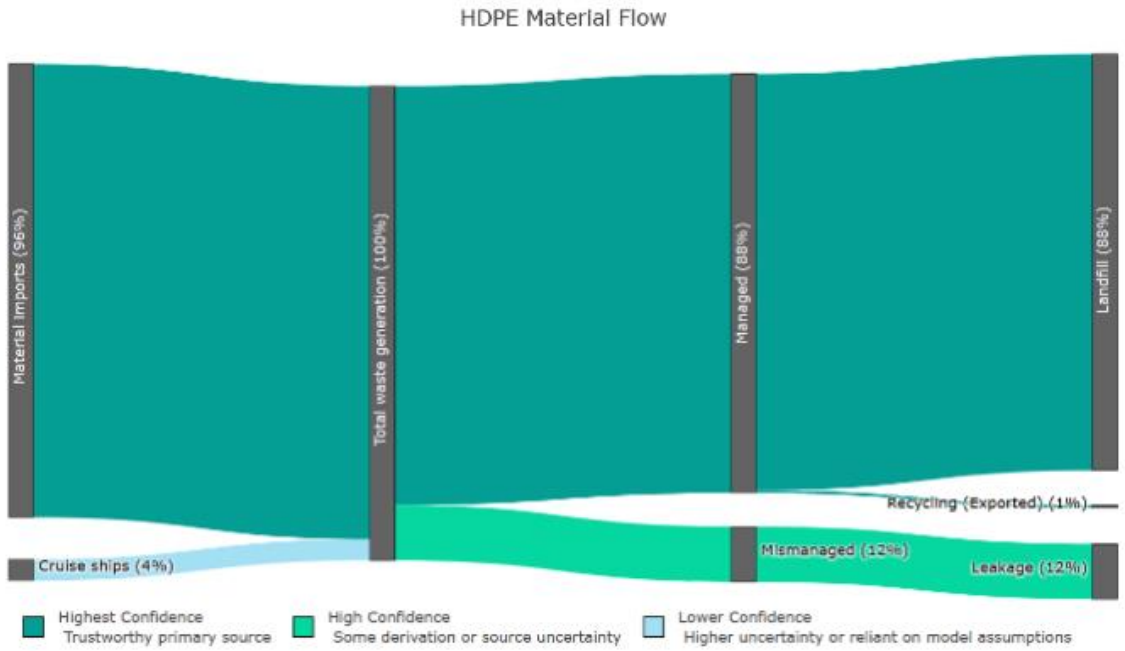
TARGETED MATERIAL(S)

HDPE –CURRENT VALUE CHAIN

Class	Item	Household (T/y)	Commercial (T/y)	Tourism (T/y)	Fisheries (T/y)	Total (T/y)
HDPE 2	garbage bags single use	132.0	76.0	ND	0.8	208.8
HDPE 2	light shopping plastic bags single use	115.1	51.5	ND	0.4	167.0
HDPE 2	beauty and personal care hdpe	20.5	0.3	ND	0.0	20.8
HDPE 2	other hdpe	19.0	0.0	ND	0.0	19.0
HDPE 2	cleaning agent products hdpe	18.8	1.4	ND	0.0	20.2
HDPE 2	food containers hdpe	14.4	9.8	ND	0.1	24.3
HDPE 2	home care hdpe	13.7	0.0	ND	0.0	13.7
HDPE 2	laundry detergents bottles hdpe	4.2	0.0	ND	0.1	4.3
HDPE 2	shampoo body wash hdpe	3.7	0.0	ND	0.0	3.7
HDPE 2	beverage containers pvc hdpe	3.3	0.0	ND	0.0	3.3
HDPE 2	medicine 500ml weight	0.9	0.0	ND	0.0	0.9
HDPE 2	lightweight plastic bags single use	0.0	0.0	ND	0.0	0.0
HDPE 2	shopping carrier bags hdpe	0.0	0.0	ND	0.0	0.0
	total including tourism					**540.7**

Source: Quantification report, Final data, All sectors plastics breakdown, APWC July 2021

High-density Polyethylene (HDPE): A thermoplastic polymer used in a wide variety of applications, e.g. shampoo bottles and milk containers. HDPE is easily recyclable.



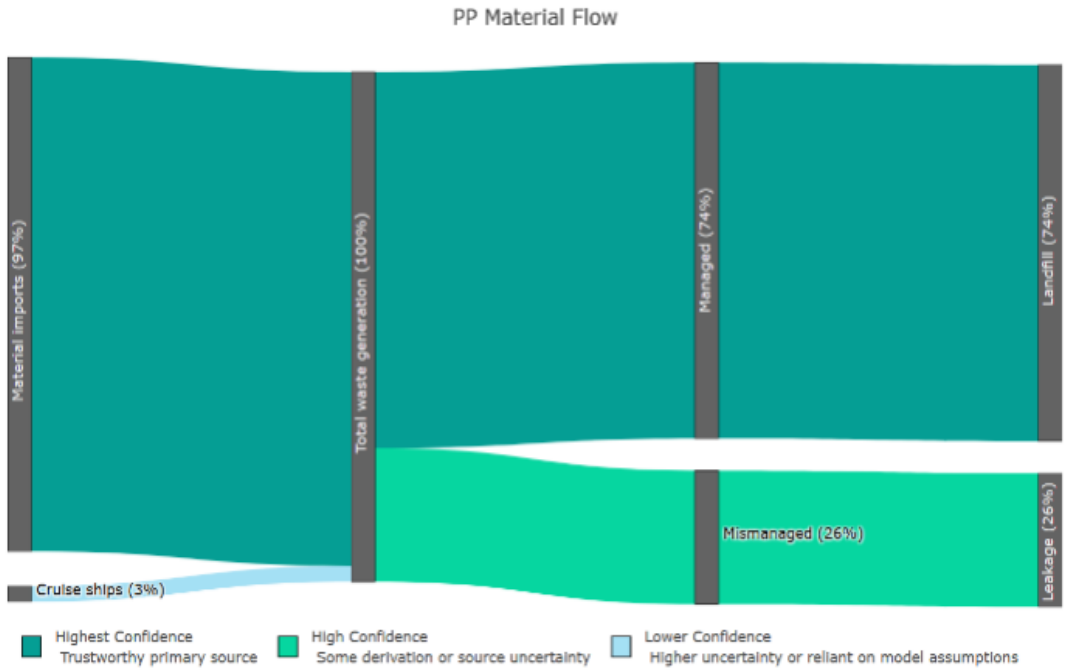
TARGETED MATERIAL(S)

PP – CURRENT VALUE CHAIN

Class	Item	Household (T/y)	Commercial (T/y)	Tourism (T/y)	Fisheries (T/y)	Total (T/y)
PP 5	other pp	47.5	0.0	ND	0.0	47.5
PP 5	container lids pp	47.1	37.2	ND	0.0	84.3
PP 5	food semi rigid containers e g trays pp	46.0	88.7	ND	0.0	134.7
PP 5	glossy shopping bags single use plastics	39.9	3.5	ND	0.0	43.4
PP 5	food containers pp	18.3	4.3	ND	1.6	24.2
PP 5	rope pp	16.3	1.0	ND	0.0	17.3
PP 5	straws single use	9.5	17.9	ND	0.0	27.4
PP 5	single use take away food containers pp single use	5.6	11.9	ND	0.0	17.5
PP 5	food flexible packaging pp	0	0	ND	0	
PP 5	medicine bottles pp	0	0	ND	0	
PP 5	bags resusable supermarket bags pp	0	0	ND	0	
PP 5	furniture houseware pp	0	0	ND	0	
PP 5	automobile parts pp	0	0	ND	0	
	total including tourism					**426.9**

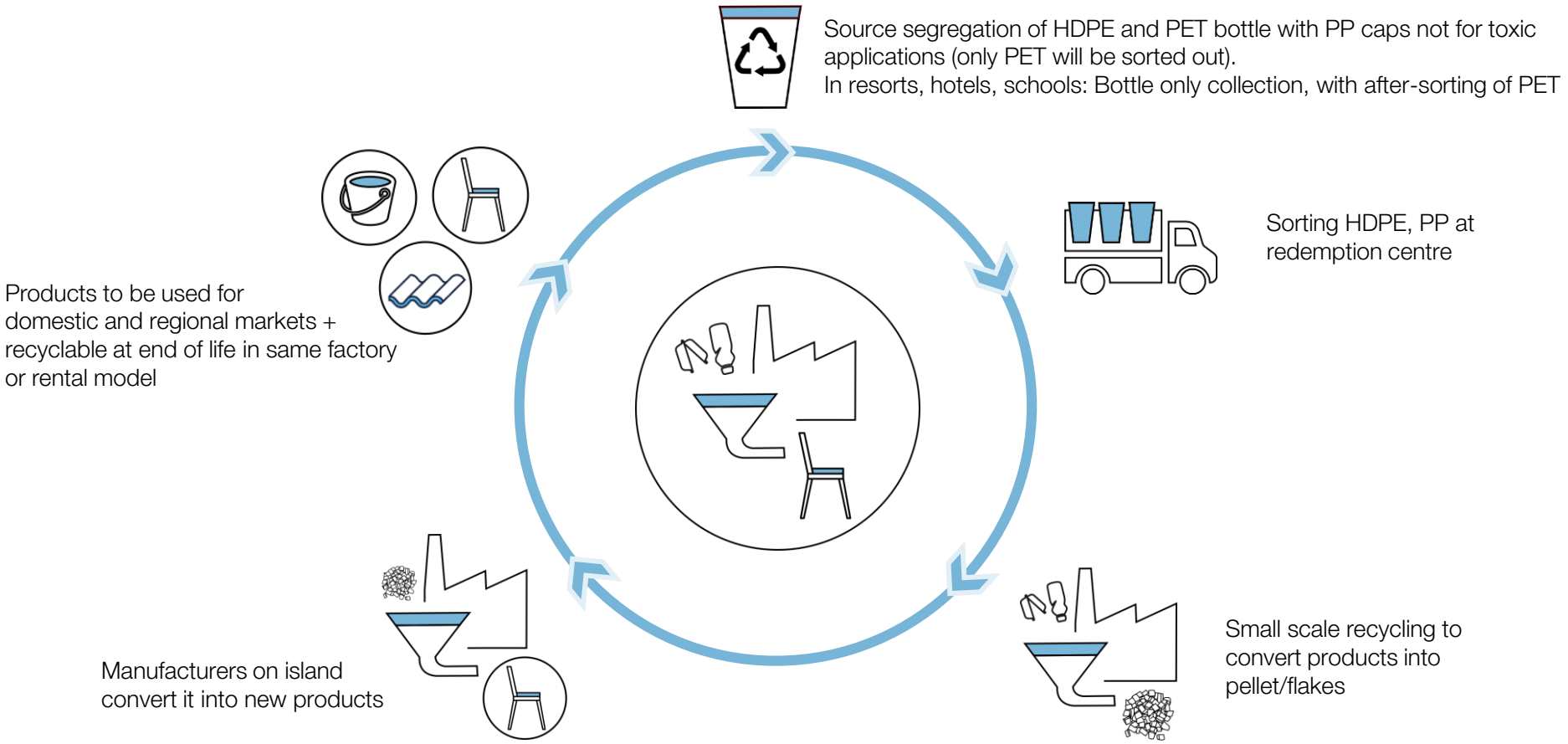
Source: Quantification report, Final data, All sectors plastics breakdown, APWC July 2021

Polypropylene (PP): A thermoplastic polymer used in a variety of applications. PP is sturdy can be used in a flexible or rigid form. PP can potentially be recycled.



WASTE TO PRODUCT

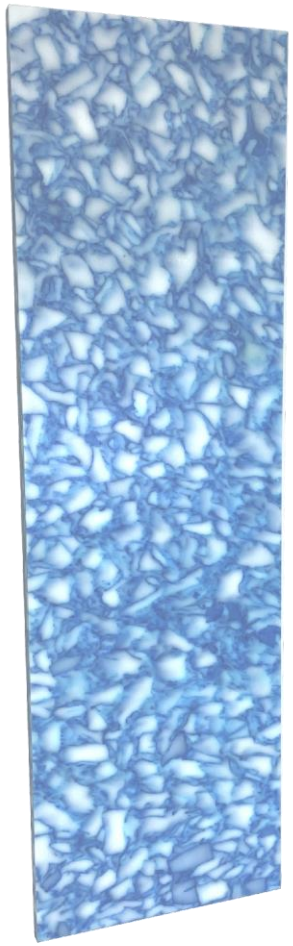
ALTERNATIVE VALUE CHAIN

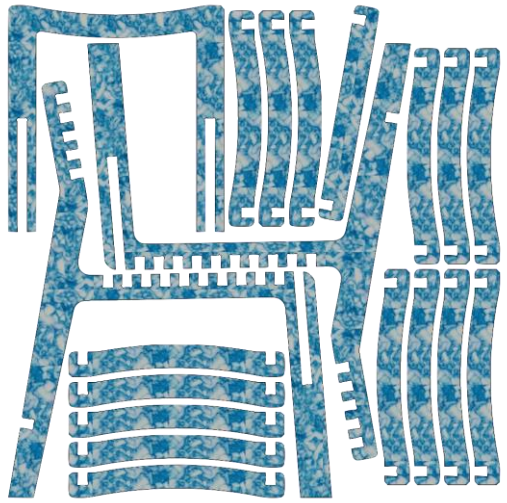


PRODUCT CONCEPT

SHEET PRESS FURNITURE

- Furniture (end product)
- Sheets of different thickness (semi-finished product)
- Example Prototype: Dining chair recycled HDPE
  - Dimensions: L 645 x W 430 x H 830 mm
  - Weight: 10 kg
  - Intended use: patio, restaurant, (outdoor), school, home
- Other potential products
  - Table
  - Lounge chair
  - Side table
  - Park bench
  - Patio furniture





USER SCENARIOS

FURNITURE

- Modular, repairable
- Produced locally
- Weather & climate-proof
- Comfortable
- Durable

UNIQUE SELLING POINTS

SUSTAINABLE & DURABLE

Technology

- Producibility: can process flakes directly so no high machine investments needed
- Scalability: Semi-finished products can be stored, and once machines reach their maximum capacity, an extra machine can be added
- Risk & compliance: Quality performance, with health and safety compliant setup

Product performance

- Sustainability – longer life: material vs wood based sheet
  - Lifespan: 40+ years r-plastic lumber vs 20 years hardwood
- Sustainability: green image – local waste converted
- Sustainability: easily repaired / parts replaced / recyclable
  - Recyclable: r-plastic sheets 7x recyclable
- Superior performance: weather proof / termite proof / UV-resistant
- Convenience: easily cleaned
- Superior Design: high end product/ distinctive design / high quality surface finish

Market

- Marketability: Completely circular product
- Marketability: Different furniture for different markets; tourism (i.e. hotels, restaurants), public (schools), private
- Marketability: Locally made vs imported
- Flexibility: Semi-finished products which can be sold directly or made into different end products with existing wood working techniques

DIFFERENTIATION FROM COMPETITION

HOSPITALITY SECTOR

Low end plastic furniture

Low end metal

Wicker and metal

Pool lounge furniture

Picnic furniture

Hardwood furniture

- More durable and longer lasting than cheap plastic import patio chairs
- High-end design
- Quality surface finish
- Lasting look
- Easy repair with local service and parts from producer
- Added sustainable image value

RECYCLING TECHNOLOGY SPECS

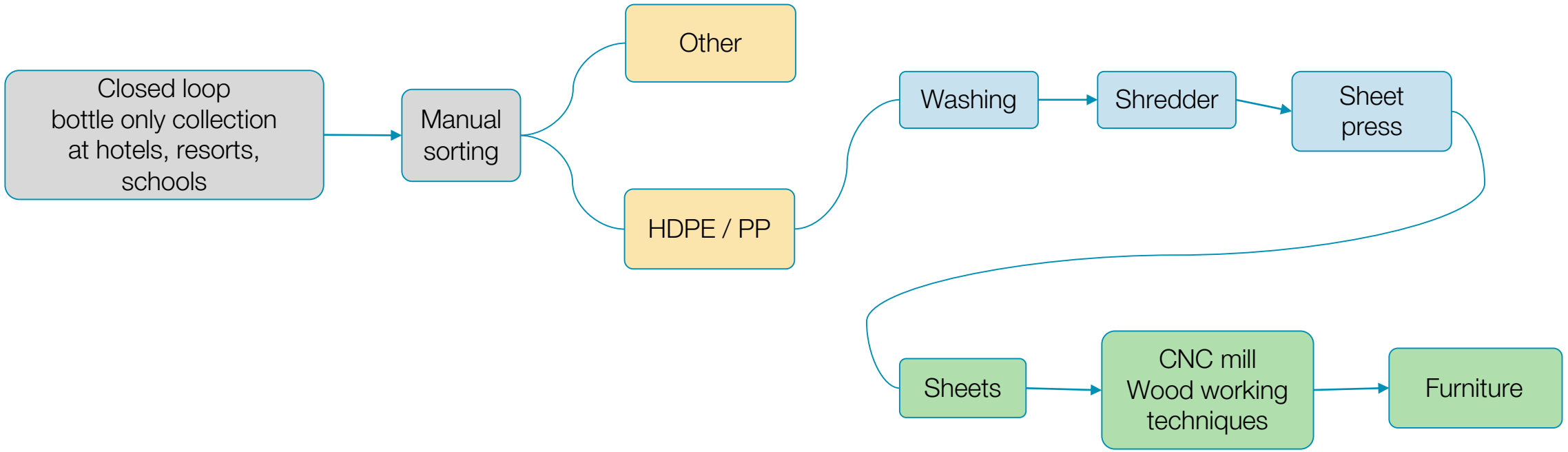
SHEET PRESS BASED

Technique: Sheet press

- Machines: Shredder, Sheet press + molds,
- Woodworking equipment: Saw table / crosscut saw, CNC-mill, hand tools.
- Types of plastic converted:
  - High end product: HDPE or PP sorted & washed (PS is very suitable to convert with this technique but is not suitable for collection in just hotels and resorts, because of lower volumes.
- Amount of plastics used: e.g. 19 kg per 1000x1000x20 mm sheet, 10 kg per Dining chair
- Source of input materials: Collection of HDPE, PP (later all plastics)
  - first through collection points at hotels, resorts, schools
  - Expanding option: (pre-paid) bag, or through Advanced Recovery Fee scheme (CDL)
- Impact: up to 80t/y = 8% of total HDPE + PP stream

SHEET PRESS

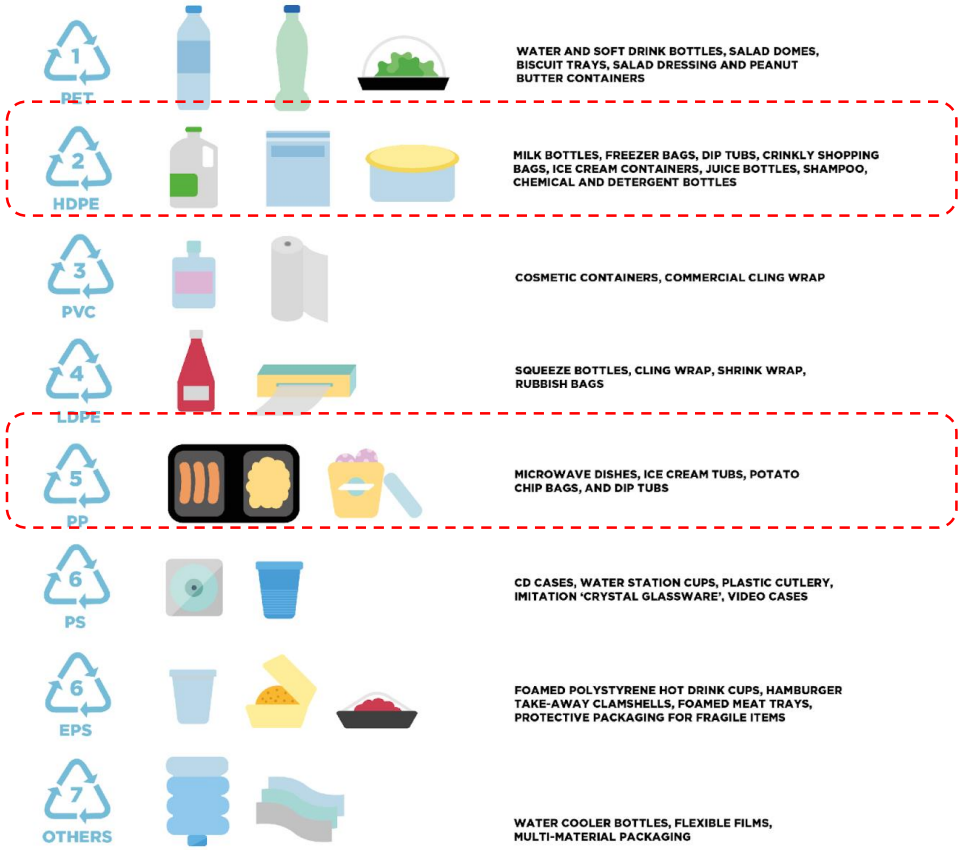
RECYCLING PROCESS



COLLECTION AND SORTING

IDENTIFYING

FIGURE 2: MAIN PLASTIC RESIN TYPES AND THEIR APPLICATIONS IN PACKAGING



Source: Project MainStream analysis.

Plastics have different properties
The focus in this business plan lays on:

- HDPE and PP for their melting properties & easiness to recycle
- Slide 6-8 give an overview of what kind of applications are typically made of the targeted materials in the local context

COLLECTION AND SORTING

COLLECTION

While working towards public collection schemes for source-segregated plastic, strengthening and building on existing collection initiatives is recommended, including:

Drop off points

- E.g. schools, supermarkets, public buildings, or resorts
- Incentives for consumers to sort and return plastic products
    - E.g. Discounts on end product
- Educational programmes and awareness campaign

Collaboration with existing waste management structures is crucial

- E.g. partnership with municipal and private solid waste management
- Collaboration with ministries and government

COLLECTION AND SORTING

COLLECTION

Drop off points

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SELECTION FACTORS

TECHNIQUE AND PRODUCT

Impact

- (semi-) Industrial setup and machinery
  - Converting plastic to keep from landfill and ocean leakage
  - Offering quality output that can compete with existing products
  - Creating durable business
  - Creating local employment

Viability

- Durable business plan / calculation
- Fitting the volumes on the island
- Ready for investors to step in
- Scalable: capacity aim 80 tonnes / year

Flexibility

- Creating different (mix of) semi-finished and end-products
- Producing output material for different markets
- Enabling sector-specific contribution to reduce waste
- Being able to convert different plastic

Complementarity to existing initiatives

- Utilizing local recycler's machinery, if compatible
- Tailor made for local situation and market

TECHNOLOGY COMPARISON

MATRIX

This table provides a structured approach on how the recycling technology is selected. It is a general comparison example used for the technology selection, in which island specific factors have been considered.

PWFI - WASTE TO PRODUCT - TECHNOLOGY COMPARISON

Categories	Weighing factor	Sheet press	Intrusion	Mixed extrusion + moulding	Mould melting	Roto moulding	mixed extrusion additives	Injection moulding
Processing capacity • What volume of plastic can be converted (connect to volume on the island) small: < 20 tonnes / year **Aim:** medium: 20-500 tonnes / year large: > 500 tonnes / year In general the better the fit, high the score	3	★★★●●	★★★★★	★★★★★	★●●●●	★★★●●	★★★★●	★★★●●
Marketability • Can the product compete with other products? • Will it replace a product for the better?	2	★★★●●	★★★★●	★★★★●	★★●●●	★★★★●	★★★★●	★★★★●
Costs • Investment to set up machinery • Energy consumption in use • Expected revenue	2	★★★●●	★★★●●	★★★●●	★★★★●	★●●●●	★●●●●	★●●●●
Environmental safety during / after use • Non-toxic risk during production • No leakage (microplastics) • Recyclable at EOL	2	★★★★●	★★★●●	★★★●●	★★★●●	★★★●●	★★●●●	★★★★●
Ease of implementation • Preparation of the input material ◦ less sorting ◦ less influence of contamination • Complete and ready setup of the machinery • Low skill and easy learning	1	★★★★●	★★★★●	★★★●●	★★★●●	★●●●●	★●●●●	★●●●●
Product value • Product with long life-span • A high value end-product	1	★★★★●	★★★★●	★★★★●	★★★★●	★★★★●	★★●●●	★★★●●
Overall score		★★★½☆	★★★★☆	★★★★☆	★★½☆☆	★★½☆☆	★★½☆☆	★★★☆☆

MARKET ANALYSIS

HOSPITALITY

Primary market

- Tourism - Hospitality Outdoor furniture and Construction, i.e. dinner chairs, fencing, plastic lumber

Secondary markets

- B2C: High-end consumer design furniture has similar product characteristics and demands (overlap villas and apartments)
- B2B: semi-finished products, i.e. Sheets for furniture makers. i.e. countertop
- Public: governmental, school furniture

Market size hospitality furniture

- ±50 predominantly high-end and luxury boutique hotels & resorts with ± 500 rooms and 251 villas and apartments

Estimated total annual expenditure on furniture

- USD 52,570 (751 rooms and accommodations with a average spending of $70/year/room on outdoor furniture)

Global expected CAGR (Compound Annual Growth Rate) tourism after Covid-pandemic

- 3.1% (2021-2026)

Longer term market fundamentals

- Shorter supply chains decrease need for imports
- Less pressure on landfill

Demand-drivers

- Showing green/sustainable focus
- durable products
- Locally produced

MARKET ANALYSIS

HOSPITALITY

Market needs

- Durable furniture
- Easy to maintain / high quality
- Indoors and outdoors application
- Sustainable/green
- High end design

Buying patterns

- current yearly renew due to poor quality and extreme weather conditions (market research)

Locations of potential customers

- Mostly coastal area

Specify domestic vs export markets

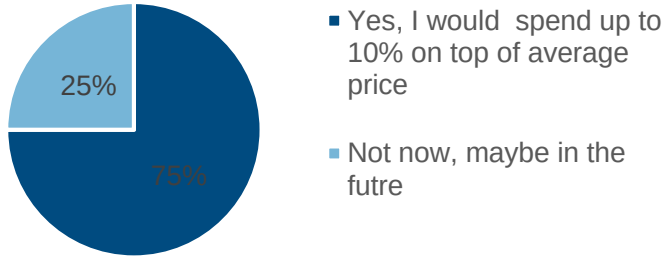
- Domestic: Local distribution network (stores, DIY markets, furniture makers)
- Export potential:
  - Caribbean region with the option of expending for processing waste locally

Launching customers:

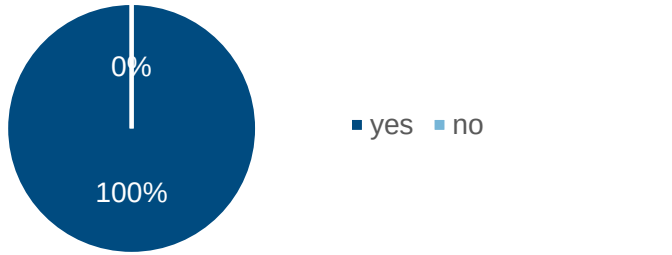
- Accommodations who collect material themselves
- Governmental bodies

BUSINESS DRIVERS

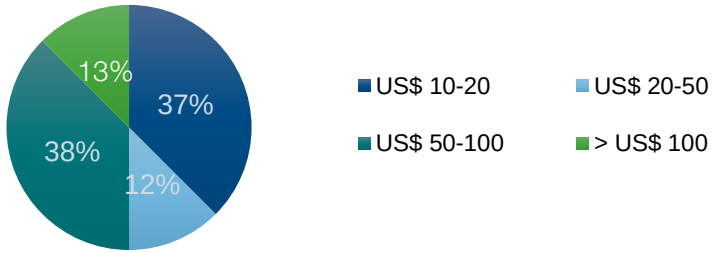
COMMERCIAL MARKET ANALYSIS HOSPITALITY



75% willingness to purchase recycled plastic furniture made from own waste



100% willingness to source-segregate recyclable plastics - place a separate bin for collecting HDPE/PP shampoo, body wash and detergent bottles at hotel/resort



Current budget for outdoor furniture (e.g x1 plastic chair)?
75% willingness to spend ±10% > average price

BUSINESS DRIVERS

INDUSTRY SUPPORT – INNOVATION AWARDS

rHDPE dining chair made from Caribbean plastic waste streams:

shortlisted for the prestigious **Plastics Recycling Awards Europe 2021**

- Household and Leisure products category

PLASTICS RECYCLING AWARDS EUROPE 2021

FINALIST

MARKET INTRODUCTION PLAN

FROM FUNCTIONAL PROTOTYPE TO MARKET INTRODUCTION

Timeline for key milestones of product development

PHASE 1- has been completed

- Sheet press testing
- Feedstock preparations
- Product interest inventory
- Design concept for products
- Engineering
- Prototyping
    - assembly testing
    - impression and use testing
- Improving based on feedback

PHASE 2

- Securing finances; procurement of machinery; staff recruitment

PHASE 3

- Production testing
- Production procedures development
- Packaging development
- Commercial production based on staged approach

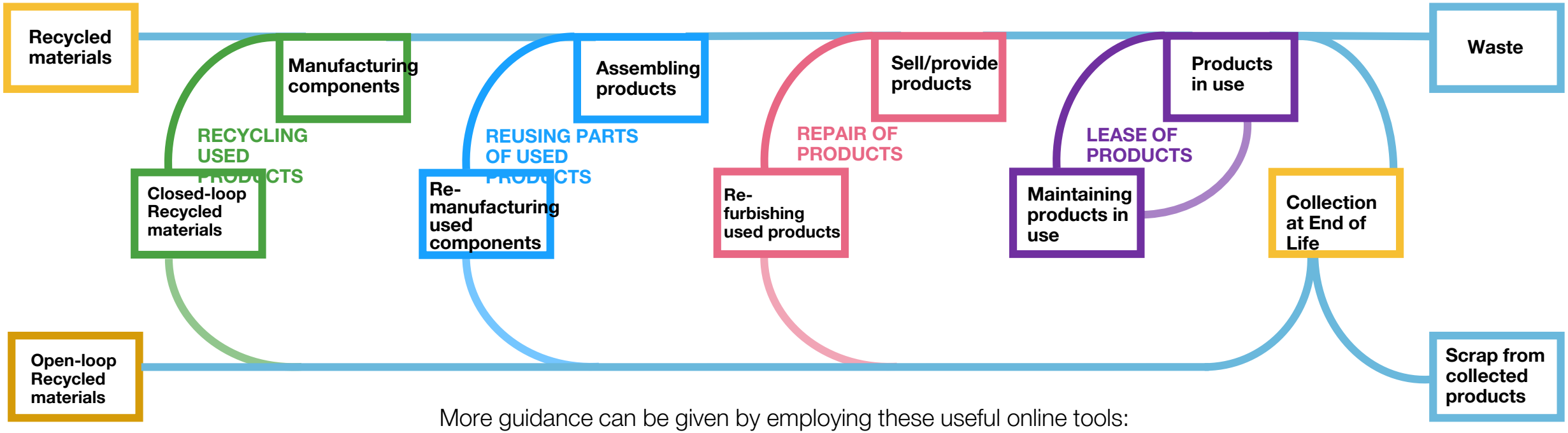
Sales & Communication

- Sales approach
    - Personal sales contact
    - Online order and service website
- Sales channels
    - Sales person
    - Web shop
    - Furniture Stores
    - DIY stores
    - Workshop showroom/store
- Communication with target groups
    - Sales person
    - Website
    - Showroom
    - Exhibition

POTENTIAL FOR CIRCULARITY

INCREASING CIRCULARITY

The below graph guides you on how to achieve maximum circularity for your product – on every step of the value chain!



More guidance can be given by employing these useful online tools:

Circularity Calculator and Circularity Pathfinder

OPERATIONS

KEY RESOURCES, ACTIVITIES, PEOPLE

Tools & Machines

- Shredder
- Sheet press
- CNC mill
- Woodworking tools
- Pick up truck (waste collection & product distribution)

Space

- 20 sqm stock
- 20 sqm production
- 20 sqm wood workshop

Key Tasks /activities

- Feedstock preparation
  - Collection
  - Washing
  - Shredding
- Production
  - Sheet pressing
  - Machine maintenance
- End product making
  - CNC milling
  - Finishing
  - Packing
  - Servicing and repairs
- Sales and Distribution
  - Sales contact
  - Transportation: pick up and delivery

People

- Personnel: 4 up to 5 FTE
  - Sales person
  - Technician
  - Admin + online
  - Collection & Distribution - Transport
- Collaborators
  - Retailers, stores
  - Tourism sector
  - Government
  - IUCN/Searious Business

Running costs

- Space rent
- Electricity, water
- Staff costs
- Transport

FINANCIALS

SUMMARY AND SALES OVERVIEW

Diversifying the product portfolio is necessary to build a sustainable business model. The sales overview example provides ideas for possible other products.

Summary	
Starting capital	45,803.00
Months to Pay Back Investment	26
Full Time Employees Needed	4.4
Revenue Earned Per Month	20,540.00
Fixed Costs Per Month	1,850.00
Material Costs Per Month	12,222.00
Total Wages Paid Per Month	4,603.00
Total Profit Earned Per Month	1,865.00

Sales Overview				
Products & Services	Selling Price Per Unit	Number of Expected Sales Per Month	Total Product Cost	Profit Margin
50 kgs of Medium Shredded Plastic	0.00	133.3	30.75	-100.00%
20 mm Sheet (1m x 1m)	41.00	190.0	37.09	10.54%
8mm sheet (1mx1 m)	20.00	70.0	18.16	10.14%
Dining chair	74.00	40.0	40.82	81.29%
Table	114.00	10.0	62.87	81.33%
Lounge chair	119.00	10.0	66.02	80.25%
Side table	62.00	10.0	34.00	82.33%
stool	59.00	20.0	32.65	80.68%
chest	213.00	20.0	117.10	81.89%

FINANCIALS

CASH FLOW

Cash Flow

A cash flow analysis shows that you have enough money throughout your first year to buy materials, pay your employees, or make an investment into a new machine.

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Money In Bank (Beginning of Month)	45,803.00	22,918.48	27,161.96	31,405.43	35,648.91	39,892.39	44,135.86	48,379.34	52,622.82	56,866.29	61,109.77	65,353.25
Initial Investment	45,803.00											
Revenue	20,540.00	20,540.00	20,540.00	20,540.00	20,540.00	20,540.00	20,540.00	20,540.00	20,540.00	20,540.00	20,540.00	20,540.00
Total Cash In	66,343.00	20,540.00	20,540.00	20,540.00	20,540.00	20,540.00	20,540.00	20,540.00	20,540.00	20,540.00	20,540.00	20,540.00
Investment Costs	(27,128.00)											
Variable Costs	(14,446.52)	(14,446.52)	(14,446.52)	(14,446.52)	(14,446.52)	(14,446.52)	(14,446.52)	(14,446.52)	(14,446.52)	(14,446.52)	(14,446.52)	(14,446.52)
Fixed Costs	(1,850.00)	(1,850.00)	(1,850.00)	(1,850.00)	(1,850.00)	(1,850.00)	(1,850.00)	(1,850.00)	(1,850.00)	(1,850.00)	(1,850.00)	(1,850.00)
Total Cash Out	(43,424.52)	(16,296.52)	(16,296.52)	(16,296.52)	(16,296.52)	(16,296.52)	(16,296.52)	(16,296.52)	(16,296.52)	(16,296.52)	(16,296.52)	(16,296.52)
Net Cashflow	22,918.48	4,243.48	4,243.48	4,243.48	4,243.48	4,243.48	4,243.48	4,243.48	4,243.48	4,243.48	4,243.48	4,243.48
Money In Bank (End of Month)	22,918.48	27,161.96	31,405.43	35,648.91	39,892.39	44,135.86	48,379.34	52,622.82	56,866.29	61,109.77	65,353.25	69,596.73

FINANCIALS

PROFIT, LOSS

Profit and Loss

This table is to show how much money the company is projected to make each year. It assumes that you paid yourself for the hours you worked, so the "Net Income" at the bottom is the remaining profit made by your company. It is greatly influenced by the "Monthly Sales Improvement Rate" on the Dashboard page. This table is also useful to show your bank or include in grant applications.

	Year 1	Year 2	Year 3
Revenue	246,480.00	271,128.00	298,240.80
Cost of Sales	173,358.28	190,694.10	209,763.51
Net Revenue	73,121.72	80,433.90	88,477.29
Fixed Costs	22,200.00	22,200.00	22,200.00
Gross Income from Operations	50,921.72	58,233.90	66,277.29
Business Taxes	15,276.52	17,470.17	19,883.19
Net Income	35,645.21	40,763.73	46,394.10

Yearly Growth Rate
10%

(conservative scenario)

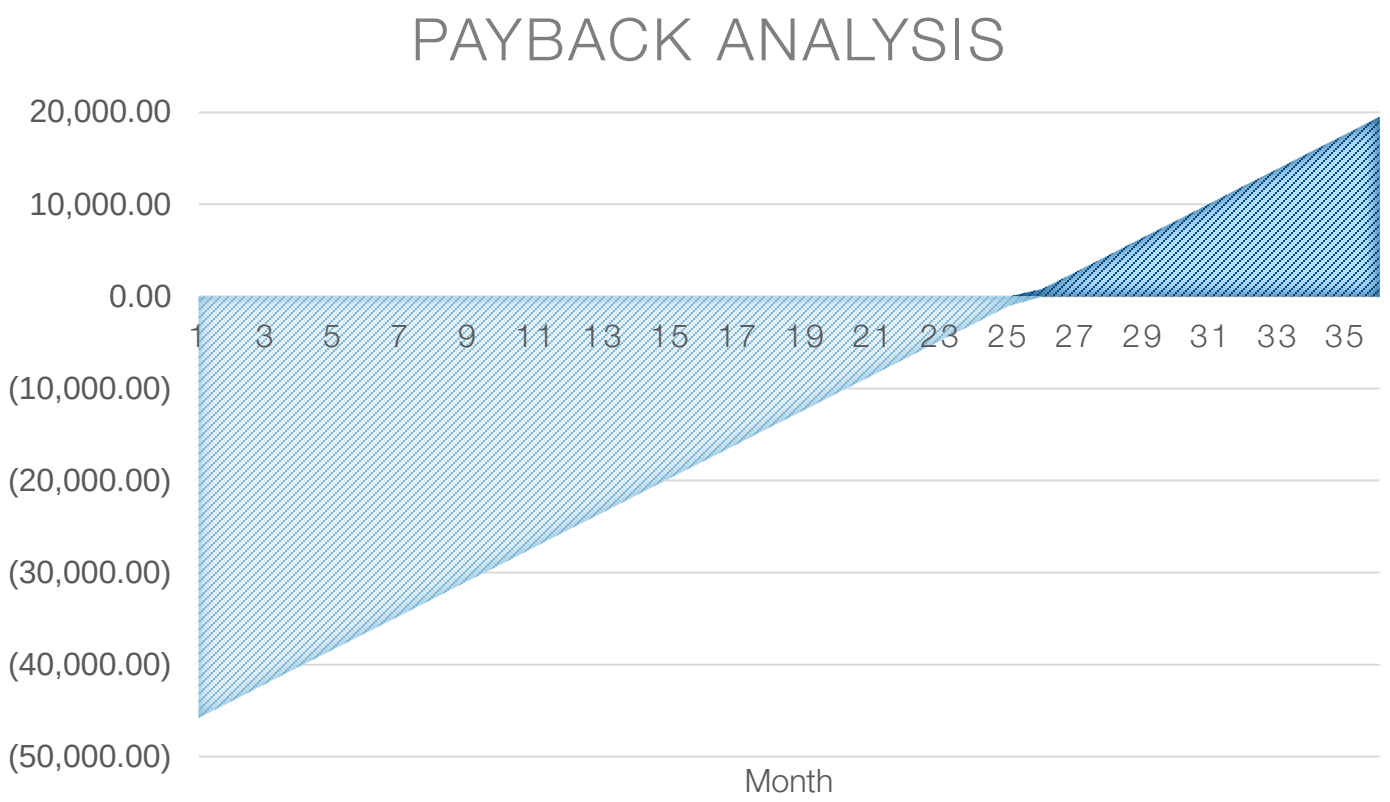
Business Tax Rate
30.00%

FINANCIALS

ROI

Starting capital:
US $ 46.000, ROI 26 months

- Mostly machines and personnel



FINANCIALS

FUNDING PLAN

- Private money
- (Development) Bank loans: de-risking partner, e.g. offering loan guarantees)
  Incl. IADB, ADB, IFC, CEB
- Investors/business accelerators ((pre)-seed, angel investment, early stage)
  - Caribbean Export Development Agency
  - Caribbean Business Angels Network
  - Blue Bio Value
  - Blue Natural Capital Finance Facility
  - Ennovent
  - For Good Venture
  - LatitudR (the extension of the Inclusive Regional Recycling Initiative (IRR)
  - SAGANA
  - Sky ocean ventures
- (Governmental) grants
  - Development Cooperation partners, incl. UK, Norway, Italy, US, Germany, Swiss, France, China, Japan,
  - UNDP Innovation Fund
  - IUCN
  - World Bank - ProBlue. NGOs could become a third party within a governmental program

FACTSHEET

OVERALL BENEFITS

Financial benefits	Environmental benefits	Social benefits
ROI – 26 months	Lower landfill pressure for government: 80 tonnes / year or 8% HDPE/PP waste diverted from landfill	Develop recycling market - Create more jobs in island in collection, sorting, cleaning, recycling – 5 FTE when converting 3% of all plastic waste generated
Better license to operate for construction and furniture market. And allows for green/circular public procurement	Approx. 87.6 tonnes of CO2 emissions saved by redirecting plastic waste into products	Contribution to cleaner island and attractiveness for local population and visitors
Customer loyalty for producers	Reduced amount of plastic waste that might leak into the environment. up to 80 tonnes / year diverted from potential leakage	
Lower waste disposal and clean-up costs for government: Approx. savings XCD 20.465 /year		

FOR MORE INFORMATION

IUCN

IUCN_Plastics

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https://www.iucn.org/theme/marine-and-polar/our-work/close-plastic-tap-programme

#ClosethePlasticTap

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#PlasticWasteFreeIslands #CloseThePlasticTap