



**Forum 5:
Social Enterprise Trading –
Opportunities in the Commercial Sector**



David Whyte

Haven Industries in Scotland

Introductions:

David Whyte

Managing Director





Haven Products



• History

- Ownership
- Development of Commercial Customers





Haven Products

Vision



To be the leading Social Firm in Scotland through the provision of meaningful employment and development opportunities for all staff both disabled and able bodied. This is to be achieved through offering products and services to a range of customers in a number of different market sectors with a strong emphasis on quality and meeting customer expectations.



INVESTOR IN PEOPLE





Haven Products

- Factory Locations
 - Hillington
 - Baillieston
 - Inverness
- Complementary Workforce
 - 12 Locations across Scotland





Haven Products



- Markets/Business Areas/Customers
- Computer IBM
- Electronics National Semiconductor
- Whisky Edrington /Dewars
- Life Science Lifescan / Johnson & Johnson
- Finance Standard Life /Goldfish / Kwik-Fit
- Public Sector FLAIR HA / Highland Council/ROS



INVESTOR IN PEOPLE





Haven Products



Business Approach

- Board
- Management Team
- Emphasis on Customer Service
- Emphasis on Quality
- Emphasis on Health & Safety
- Emphasis on Investment
- Emphasis on Training
- Emphasis on Awareness



INVESTOR IN PEOPLE



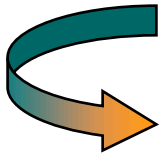
HAVEN



HAVEN

PARTNERS IN EXCELLENCE

Visit our Website: www.Havenproducts.co.uk



INVESTOR IN PEOPLE



Social Enterprise in the Marketplace



Eric Lombardi

Executive Director

Eco-Cycle

www.ecocycle.org

Boulder, Colorado, USA

- Largest U.S. NGO
Zero Waste
Corporation
- Created in 1976
- 60 employees
- \$4 million per year in
revenues
- 50,000 tons/year of
resources recovered
- \$15/ton = landfill fee



Boulder County Recycling Center

Providing Low-Cost, Cutting-Edge Recycling



Community Outreach

New Rules for a Zero Waste World...

Energizing Our Community to Action



Green Star Schools

Teaching the Next Generation of Leaders



Zero Waste Businesses

Getting Local Business into the Zero Waste Revolution



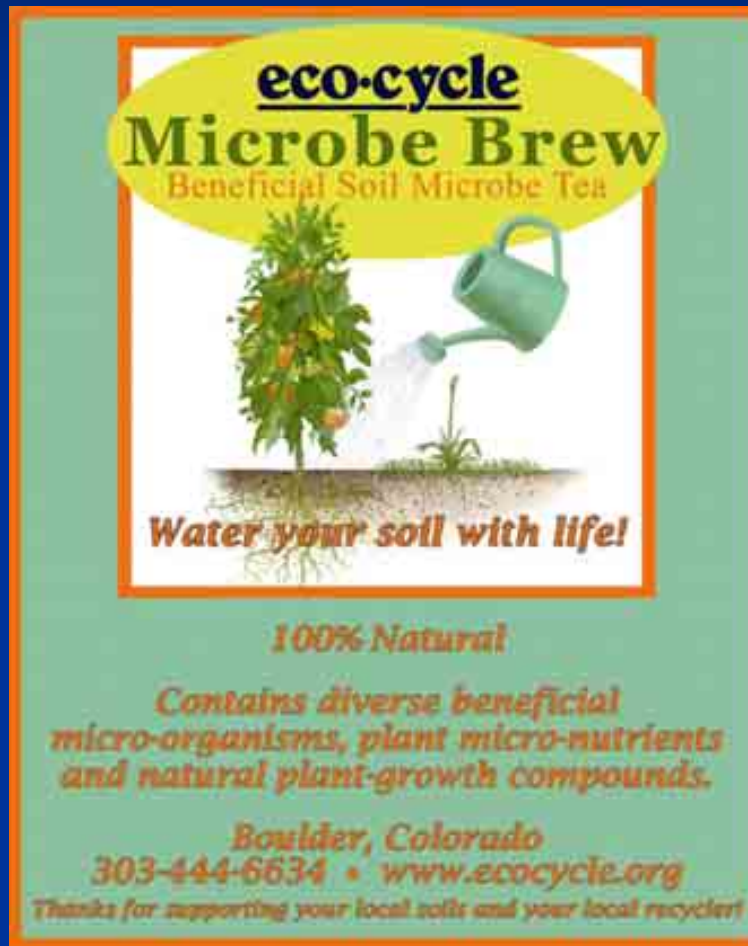
CHaRM

Pioneering the Recovery of New Materials



Organics

Getting Organic Recyclables Out of the Landfill



eco-cycle
Microbe Brew
Beneficial Soil Microbe Tea

Water your soil with life!

100% Natural

*Contains diverse beneficial
micro-organisms, plant micro-nutrients
and natural plant-growth compounds.*

Boulder, Colorado
303-444-6634 • www.ecocycle.org

Thanks for supporting your local soils and your local recycler!

Eco-Cycle International

**Local and Global Thought Leadership
for a Zero Waste Future**



So where is the world going?

Beyond Recycling



Zero Waste

...or darn near

*Zero Waste is NOT about
getting to absolute zero.*

*It is about being on the
path to zero.*



eco-cycle's
zero
waste
services

The Next Frontier in Business Recycling Services



Our fleet runs on a biodiesel blend to provide the cleanest collection services.



A Groundbreaking New Alternative to Traditional Garbage Collection Service

Sign up for Eco-Cycle's new Zero Waste Services program, which replaces garbage collection as you once knew it. Now we'll collect 100% of your discards — recyclables, compostables, hard-to-recycle materials (like computers, stretch wrap, pallets, books and more) and "whatever's left" —

all for a price that's comparable to what your trash and recycling costs are today!



Collection

We handle 100% of your waste stream. Whether you simply want to recycle your cardboard or work toward eliminating your trash can altogether, Eco-Cycle has a program for you.



Education

Our experienced staff is eager to provide your business with the following education and training:

- **Workplace assessments** to measure your success on the road to Zero Waste
- **Zero Waste purchasing resources** to guide purchasing departments toward environmentally preferable products and services
- **Training sessions** for employees describing why and how to implement your program
- **Electronic resources** including our information-packed website, www.ecocycle.org, and e-mail newsletters full of recycling and resource conservation tips
- **Annual reports** specific to your business on weight of material diverted from landfills and resources conserved as a result of your efforts



Promotion

Eco-Cycle takes pride in promoting Boulder and Broomfield County businesses that go the extra mile to demonstrate their commitment to the environment.

Your business will be promoted:

- In the *Eco-Cycle Times*, our semi-annual publication with a circulation of 40,000
- In our **online guide** to Eco-Cycle Zero Waste Partners throughout the community at www.ecocycle.org
- In **e-mail newsletters** to the business community
- In **advertising** in the *Boulder County Business Report* and other publications
- On **interchangeable signs** on the sides of Eco-Cycle collection trucks
- On a **window sticker** for the front entrance of your business

“We have already generated in excess of \$10,000 in revenues from new corporate customers and one-time guests who chose the hotel because of our commitment to Zero Waste with Eco-Cycle.”

*Dan King, Managing Owner,
Boulder Outlook Hotel & Suites*

Show your stripes!

Join the network of Eco-Cycle's Zero Waste Community Partners

Replace Your Garbage Collection
Service with Zero Waste Services
For all business types and sizes



Zero Waste *Millionaires* Ahead

- Waste is a multi-Billion dollar industry
- A 10% social enterprise “return” on a big number is ... a big number.

**What is Eco-Cycle's
Next Move to
Stay Ahead?**

“Business Never Sleeps”

“Responsible Business Practice”

Means Joining
the Zero Waste Path

- ✓ For a Cooler Climate
- ✓ For a Safer World

STOP TRASHING THE CLIMATE

EXECUTIVE SUMMARY

June 2009



ILSR
INSTITUTE FOR
LAND USE &
SUSTAINABILITY

eco-cycle
The Green Building Institute



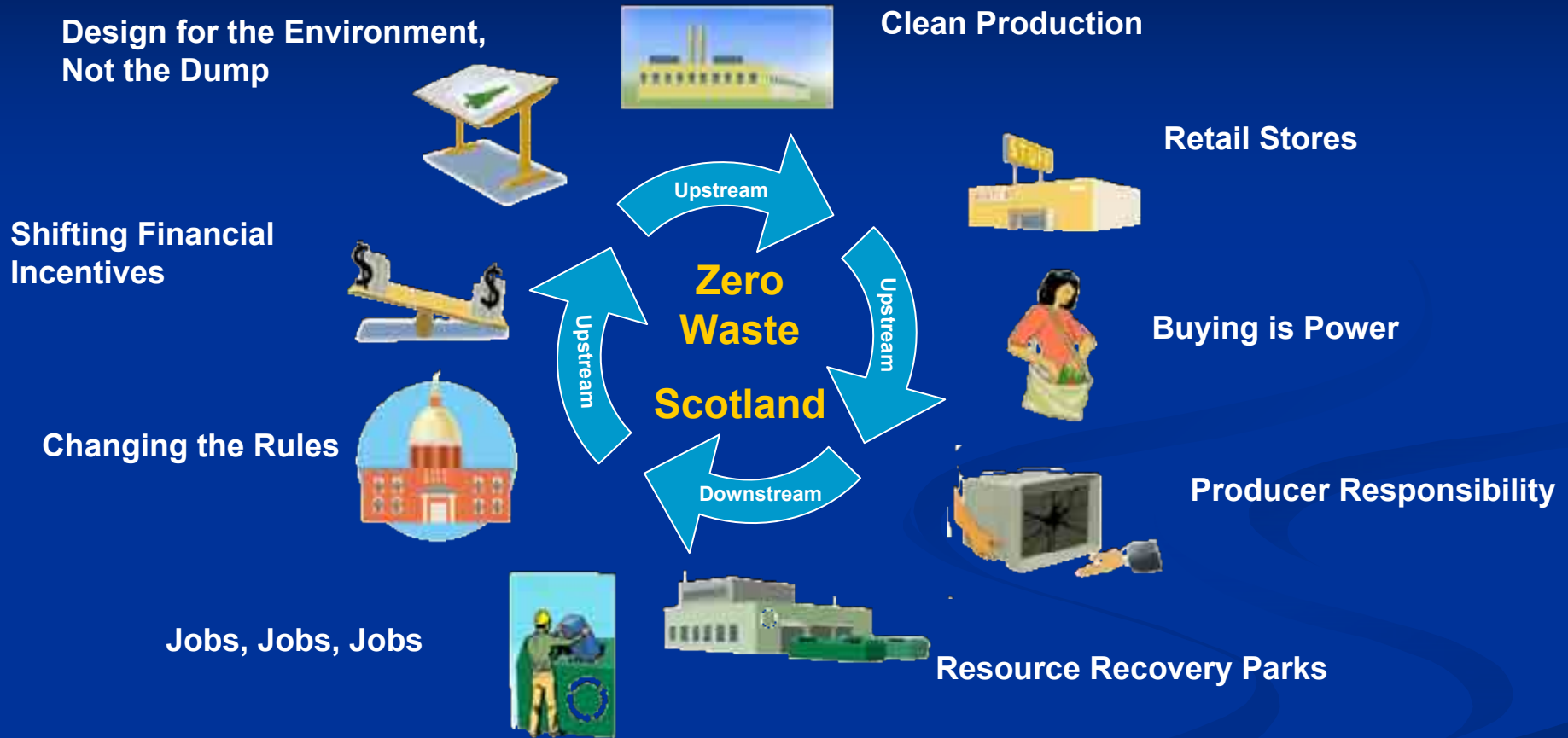
For the full report, visit www.stoptrashingtheclimate.org

www.stoptrashingtheclimate.org

Zero Waste is the new Peace Movement

**The roots of conflict in the 21st
Century will be the race for
access to natural resources, and
we'll call them Resource Wars.**

“Transforming Waste Management into Resource Management”





Duncan White
Liberation Foods

Social Enterprise Trading

1. About me
2. Why diversify into the commercial sector?
3. How – Routes to market
4. How – Breaking-in to a new market
5. How – The customer's point of view
6. How – Some final points

My Experience

Launching Farmer-owned Fairtrade businesses
and products into the UK Retail Sector:



AgroFair U.K. Ltd – *fruit*

Sales to:

Asda, Coop, Morrisons, Sainsbury,
Tesco, Waitrose and independents

liberation!

Liberation Foods CIC – *nuts*

Sales to:

Coop, Morrisons, Sainsbury, Tesco,
Waitrose, independents and 9
European countries

Why diversify into new sectors?

- No standard answer!
- Whatever is right for your business
- Questions to ask:
 - Will it generate greater turnover?
 - Do we have capacity?
 - Will it take away focus on current customers?
 - Will it reduce dependence on current customers?
 - Will it give us greater power (in the market?) to promote our mission?
 - And lots more to consider (SWOT, competitor analysis etc) that are relevant to your enterprise that will assist in understanding whether diversifying your customer base is good for you!

How? – Routes to Market

- Strategically choose best route to market:
 - **Importer/Exporter** (low control, low margin, easy logistics)
 - **Wholesale market** (low control, low margin, easy logistics)
 - Bulk (lower margin, easier logistics)
 - Packed (higher margin, easier logistics)
 - **Direct to retailer** (Greater control, greater margin, harder logistics?)
 - Branded (greater cost, greater security)
 - Own label (lower cost, less security)
 - **Direct to consumer** (Greatest control, highest margin, most complex(?), most competition)
 - Own shop (high overheads)
 - Internet (low overheads)

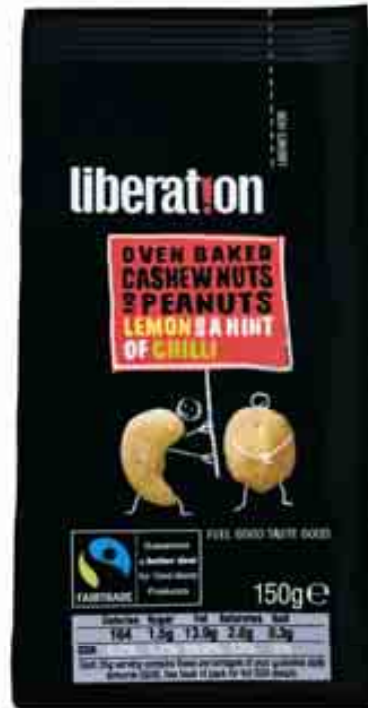
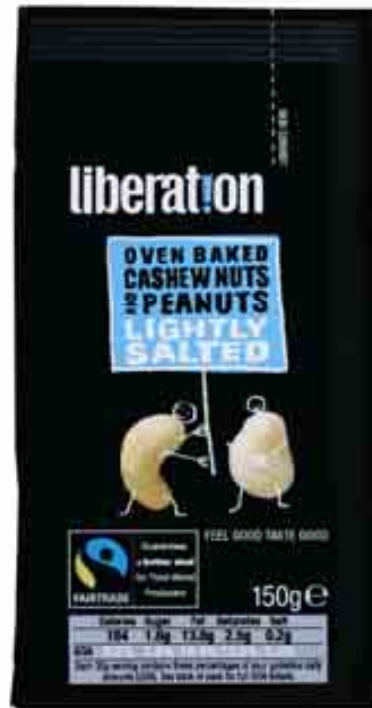
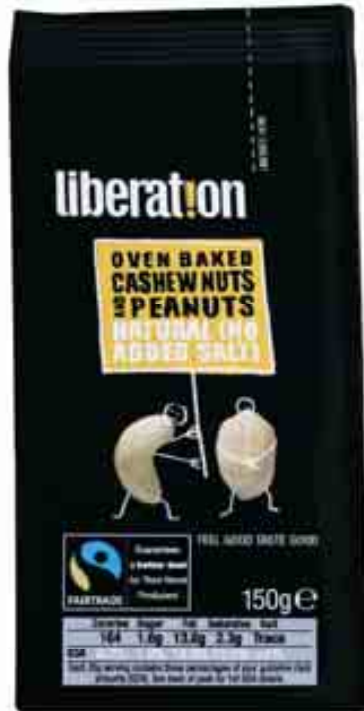
Direct to retailer – Own Label



liberat!on



Branded



Importer & Wholesaler



How? – Breaking-in to a New Market

- Existing industry players are always at an advantage!
(better the devil you know!)
- To break-in to a new market need to identify your strengths/points of difference:
 - New innovation – first mover advantage
 - Product / packaging / concept
 - More price competitive
 - Trusted supplier (Marketing support/Halo effect)
 - Other??
- Once established in the marketplace – more likely to capture new customers

How? – The customer's point of view

- Sales is everything and preparation is everything!

So....

- Understand the customer!
 - Read their literature
 - Speak to industry insiders
 - Speak to customer insiders
 - Speak to the customer
- If you know what rings the customers bells – you can pitch something that really works for them (and you!)

How? – Some Final Points

- Make it work for you and your mission!
 - To get a sale – Don't make a rod for your own back!
 - Keep the long-term vision in mind
- Market research! Market research! Market research!
 - Understand what you are letting yourself in for
 - Avoid silly/obvious mistakes
- Determination is a powerful force!
 - Don't give up easily!
 - But be ready to change and adapt