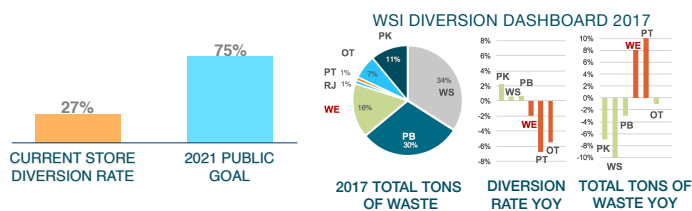


# west elm

How can West Elm reduce the percentage of waste going from stores to landfills?

## PROBLEM STATEMENT & BUSINESS CASE

- Williams-Sonoma, Inc.(WSI)'s goal is to divert 75% of their waste from landfill to recycling and composting streams across all operations by 2021.
- WSI's current store diversion rate is at 27%.
- Most of WSI's waste is produced by stores (approximately 2/3 of total waste in packaging and product waste).
- Williams-Sonoma, Inc. defines corporate responsibility as one of its five key values. Its vision states, "We will build sustainability into every corner of our enterprise so that our continued financial success will enhance the lives of our many stakeholders, the communities where we have a business presence and the natural environment upon which we rely".



## SITE VISITS, INTERVIEWS, SURVEYS



INTERNAL UNDERSTANDING

INDUSTRY UNDERSTANDING

### Interviews

- WSI Social Consciousness and Innovation VP
- WSI Corporate Social Responsibility Manager
- West Elm Field Training Director
- West Elm Fenway Store Managers and Staff

### Site Visits

- West Elm Fenway Store (Boston)
- West Elm Corporate Headquarter (New York)

### Benchmarking Research

- IKEA, Walmart, Target
  - Crate & Barrel, Herman Miller
- ### Interviews
- RILA Director of Energy, Sustainability & Research
  - Gap, Inc. Sustainable Innovation Sr. Manager
  - WestRock Recycling Program Manager

FIRST IDEAS

VALIDATION

RECOMMENDATIONS

Combination of internal and external learnings

Store Questionnaire  
-> 230 employees across 4 WSI brands

Derivation of final recommendations

## ANALYZING WEST ELM'S WASTE STREAM



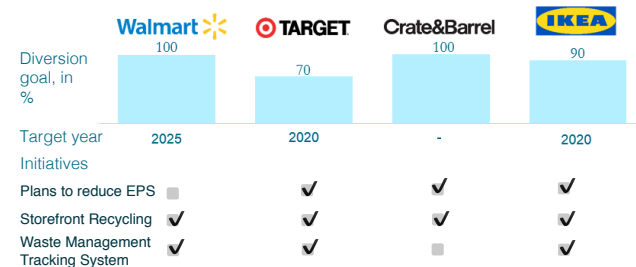
- |  |   |  |   |
|--|---|--|---|
| <p>How can store waste be...</p> <ul style="list-style-type: none"> <li>Minimized before it reaches DCs &amp; stores?</li> <li>More recyclable or reusable?</li> </ul> | <p>What can be done at the DC level?</p> <ul style="list-style-type: none"> <li>Recycling</li> <li>Packaging</li> <li>Transportation</li> </ul> | <p>Can store waste be...</p> <ul style="list-style-type: none"> <li>Recycled?</li> <li>Measured more efficiently?</li> <li>Diverted in a way that will benefit the brand?</li> </ul> | <p>Who can be involved to help internally and externally?</p> <ul style="list-style-type: none"> <li>Supply Chain Team</li> <li>Training Team</li> <li>Communications Team</li> <li>Real Estate Team</li> </ul> |
|--|---|--|---|

## KEY FINDINGS

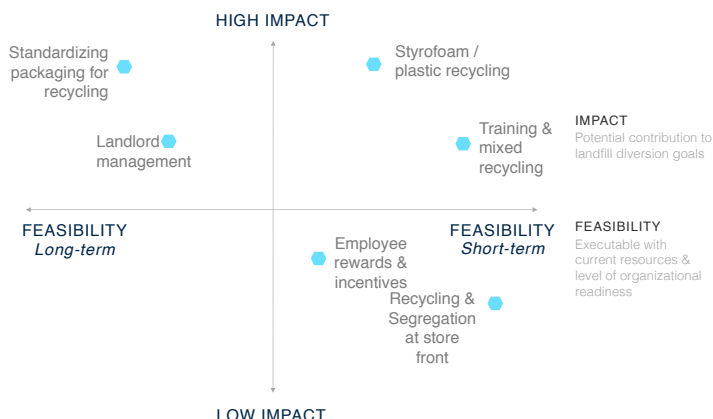
The nation-wide employee survey draws a clear picture...

Top 3 Pain Points	Top 3 Store Needs	Good News
<ol style="list-style-type: none"> <li>No plastic or foam recycling options</li> <li>No waste recycling service other than cardboard provided in the area</li> <li>No service to pick up recycling</li> </ol>	<ol style="list-style-type: none"> <li>Plastic and foam recycling dumpster service</li> <li>Easily identifiable dumpsters in the store</li> <li>Easily identifiable and segregated waste bins in storefront</li> </ol>	<ul style="list-style-type: none"> <li>~ 80% of employees feel more sustainable practices could be done</li> <li>~ 56% of employees believe it would be "very easy/easy" to increase waste recycling</li> <li>&gt; 55% of employees are not aware of the real store recycling rate</li> </ul>

...and competitors pursue even more ambitious goals and show significant progress



## KEY RECOMMENDATIONS



## NEXT STEPS

PRIORITIZE OPPORTUNITIES	CREATE IMPLEMENTATION PLAN	IMPLEMENT	TRACK & IMPROVE
<ul style="list-style-type: none"> <li>Involve all stakeholders, who would be involved in the implementation</li> <li>Assess hurdles and requirements for implementation</li> <li>Detail impact potential</li> </ul>	<ul style="list-style-type: none"> <li>Detail activities for all involved functions</li> <li>Define responsibilities</li> <li>Be aware of interdependencies and other parallel activities at the store level (e.g. peak season)</li> <li>Define pilots, if required</li> </ul>	<ul style="list-style-type: none"> <li>Implement suggested actions</li> <li>Monitor progress and perform regular progress meetings with involved stakeholder to discuss potential risks and learnings</li> </ul>	<ul style="list-style-type: none"> <li>Define metrics to track progress</li> <li>Share progress with stores and gather feedback</li> <li>Monitor irregularities and conduct root cause analyses</li> <li>Improve proposed action if required</li> </ul>