





ConsulTISS

GREENSHIFT – Transforming Packaging for a Sustainable Future

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ConsulTISS Case Study

"GreenShift - Transforming Packaging for a Sustainable Future"



Business Model Adaptation



Financial Feasibility



Consumer Engagement Plan

CHALLENGES—

Plastic Dependency

consumer risks.

Packaging

Multi-layer

serve)

(PET)

(HDPE)

Laminates (single-

Plastic-only (LDPE)

Flexible, Longer-Use

Blister Packaging

Flexible, Longer-Use

Regulatory Mandate

2027 to avoid penalties

Metallized

plastic

LDPE

PET &

HDPE

cardboard

Sachets (shampoo

spices)

Bread bags

Toothbrushes,

accessories

Shampoo,

body wash

Toothpaste tubes, bottled

Financial Constraints

sustainability must cover R&D, implementation, and disruptions.

No

Yes, low rate

Yes, widely

Not easily

Often, if in

bulk

2-1

40% willing to pay 10% more for ecofriendly packaging, but 60% may resist price hikes.

1. Redesign: Create recyclable, smaller sachets using concentrated

2. Refill Programs: Offer concentrated refills in minimal packaging.

1. Bioplastic Bags: Source alternatives from EviGreen or Plaxto.

3. Community Collection: Establish incentive-based sachet collection

2. Cloth Bags: Promote reusable cloth bags with artisan partnerships.

3. Collection Bins: Set up special LDPE collection points in grocery stores.

1. Bio-PET: Support bio-based PET development with Reliance Industries.

2. Aluminum Bottles: Introduce aluminum packaging for premium water.

3. Terracycle Partnerships: Recycle oral care products through Terracycle.

1. Disassemblable Packaging: Design easily separable packaging for better

1. Bio-HDPE: Explore bio-based HDPE alternatives.

2. Refill Stations: Install shampoo refill stations in retail stores.

3. Return Incentives: Reward customers for returning empty bottles.

Biodegradable packaging may raise production costs by **15-20%** per unit.

PHASE 1 0-2 YEARS

Quick Wins & Cost-Effective Sustainability

Objective: Implement lowcost sustainable alternatives to meet short-term regulatory targets (25% reduction in plastic by 2027) while minimizing cost increases.

- **<u>Lightweighting & Optimization:</u>** Reduce plastic use by 15-20% per unit (e.g., thinner PET bottles, fewer layers). Mondi & Amcor show up to 10% savings on raw material costs.
- Hybrid Sustainable Packaging: Keep 80% of food & beverage packaging plastic-based but integrate rPET. Shift to monomaterials for easier recycling & lower costs (e.g., Nestlé's single-polymer sachets).
- Retailer & Supply Chain Collaboration: Secure partnerships with Amazon, Walmart, Tesco for eco-friendly SKUs. Bulk procurement from biobased suppliers can cut costs by 5-7%.

PHASE 2 2-4 YEARS

Scaling Sustainable Solutions & Market Differentiation Objective: Expand sustainable packaging beyond compliance, leverage consumer demand, and reduce long-term costs through supplier partnerships & process automation.

- Biodegradable Packaging for Premium SKUs: Use higher pricing.
- In-House Recycling & Circular Economy: Develop rPET
- **Brand Communication & Eco-Certification:** Launch "EcoPack Certified" label for trust & differentiation.

Plastic Used Example Products Recyclable? **Potential Solutions Key Considerations** Type • Cost: Multi-layered packaging offers excellent barrier properties, which are 1. Recycling Partnerships: Collaborate with organizations like TERI and Multi-layer properties is critical. Metallized Saahas Zero Waste for multi-layered packaging recycling. Laminates (multi-Biscuit/crisp packets No PET/PP 2. Bio-additives: Work with EnviGreen to integrate bio-additives that serve) enable plastic degradation.

formulas.

programs with NGOs.

toothbrushes.

- important for food preservation. Finding cost-effective alternatives that maintain these • Scalability: Rrecycling technologies and bio-additives need to be scalable to handle
- the large volumes of multi-layered packaging used in India.
- Infrastructure: India's recycling system is underdeveloped; partnerships with TERI & Saahas Zero Waste are key.
- Consumer Behavior: Single-serve sachets are popular due to their affordability and
- Refill programs and community collection initiatives require significant changes in consumer habits.
- Cost: Sustainable packaging must remain affordable.
- Adoption: Encouraging consumers to switch to cloth bags.
- Cost: Bioplastics are pricier than LDPE.
- · Scalability: Ensuring a steady supply of bioplastics from Indian manufacturers is vital.
- Collection: Ineffective Collection hampers recycling. Optimizing collection methods can have great effect.
- Cost: Bio-PET is costly; aluminum is energy-intensive.
- Infrastructure: Proper recycling systems for PET bottles are needed.
- Consumer Awareness: Educating consumers on recycling is crucial.
- Design Complexity: Making it recyclable without compromising protection is tough.
- Material Compatibility: Alternatives must match durability and appeal.
- Convenience: Sustainable options must be user-friendly.

• Bio-HDPE Sourcing: Must be affordable and available.

2. Sustainable Toothbrushes: Promote bamboo or replaceable-head

- Refill Stations: Require logistical investment. (Unilever Global, Reuse. Refill. Rethink)
- Consumer Adoption: Encouraging participation is key.

PHASE 3 4-6 YEARS

Full Transition & Market Leadership Objective: Achieve 80%+ sustainable packaging adoption while maintaining cost-efficiency and brand leadership.

- Zero-Waste & Refillable Packaging: Introduce refill stations for household & personal care items. Reduces waste & lowers long-term costs (e.g., The Body Shop cut packaging costs by 30%).
- Advanced Material R&D: Invest in algae-based bioplastics, edible coatings, and plant-based films. Patents & proprietary materials create a competitive
- **ESG Monetization & Circular Revenue:** Sell recycled packaging to smaller FMCG brands. Earn revenue through carbon credits from plastic reduction.





80% of EcoPack's

portfolio relies on plastic, posing regulatory and

Govt. requires a 25% plastic reduction by

\$50M budget for

Consumer Pricing

Cost Increase



ConsulTISS Case Study

DEPARTMENT OF MANAGEMENT STUDIES INDIAN INSTITUTE OF TECHNOLOGY ROORKEE

"GreenShift - Transforming Packaging for a Sustainable Future"



Business Model Adaptation



Financial Feasibility



Consumer Engagement Plan

1. Current Packaging Cost & Financial Baseline

EcoPack's Annual Packaging Cost (Plastic)

- Plastic Dependency: 80% of portfolio relies on plastic.
- Current Plastic Cost: \$0.10 per unit (PET & flexible packaging benchmark).
- Annual Plastic Usage: 1B units per year.
- Total Annual Plastic Packaging Cost: \$100M

Regulatory Mandate

- Requirement: 25% reduction in plastic packaging by 2027.
- Impact: 250M units must shift to sustainable materials.

Cost Increase for Sustainable Packaging

- Biodegradable packaging cost: 15-20% higher per unit.
- New sustainable unit cost (Avg. +17.5%): \$0.1175
- Total Cost of Transitioned Units: \$29.38M
- Additional Cost Due to Transition: \$4.38M

3. Net Financial Impact

Factor	Cost Impact	Offset / Savings	Net Impact
Additional Cost (Sustainable Packaging Shift)	-\$20M	-	-\$20M
Lightweighting Savings (10% Material Reduction)	-	+\$12M	-\$8M
Bulk Procurement Savings (5% Discount)	-	+\$6M	-\$2M
ESG Tax Incentives (5% Rebate)	-	+\$1M	-\$1M
Consumer Premium Pricing (40% Paying 7% More)	+\$28M	-	+\$27M

Final Financial Outcome -20M+12M+6M+1M+28M=

2. Cost Offsets & Mitigation Strategies

Lightweighting & Material Reduction (10-15% savings)

- Lower material usage by 10% per unit while maintaining durability.
- Estimated Savings: \$12M

Bulk Procurement & Supplier Negotiations (5% discount)

- Securing bulk contracts for sustainable materials.
- Estimated Savings: \$6M

Government ESG Incentives & Tax Credits (5% tax rebate)

- Tax relief & carbon credit offsets for sustainability investments.
- Estimated Savings: \$1M

Consumer Premium for Sustainability (40% willing to pay 7% more)

- Average Product Price: \$1.00 per unit.
- Revenue Impact from 40% premium buyers: \$28M

SOLUTION STREET, STREE

4. Scenario Planning

Factor	Best-Case Scenario (Optimistic)	Worst-Case Scenario (Pessimistic)
Material Costs	Sustainable price shift cost only 12% extra	Sustainable shift costs 25% more
Government Incentives	Tax rebates increase to 7%	ESG incentives drop to 3%
Consumer Willingness to Pay	50% of customers pay a 10% price premium	Only 35% of customers pay a 5% price premium
Operational Efficiency	Lightweighting & bulk procurement reduce costs by 20%	Efficiency gains only 5%
Overall Profitability Impact	\$60M annual net profit	\$0.5M annual net loss (break-even risk)

- Best-Case: **\$55M** profit from strong consumer adoption, cost savings, and incentives.
- Worst-Case: **\$0.5M** loss, break-even despite high costs and weak adoption.
- Key Factors: Government incentives, raw material prices, consumer willingness.

Total Budget: \$25 million over five years
Year 1: \$4 million Year 2: \$5 million
Year 3: \$5.5 million Year 4: \$5.5 million
Year 5: \$5 million

Target Audience Segmentation

Eco-Conscious Consumers (40%)

Demographics: 25-45, higher income, urban.

Behavior: Prefer & pay more for sustainable products.

Price-Sensitive Consumers (50%)

Demographics: 18-35, middle/lower income, suburban/rural.

Behavior: Prioritize affordability but consider eco-options if competitively priced.

Indifferent Consumers (10%)

Demographics: 30-50, varied income, diverse locations. Behavior: No strong preference for sustainability.

Awareness Campaigns

Social Media Campaign (\$10M over 5 years)

- Platforms: Instagram, Facebook, X (Twitter),
- Content: Infographics, videos, influencer collabs.
- Reach: 50M impressions/year.
- KPIs: 2% engagement, 20% website traffic growth, 30% brand mention increase.

Digital Advertising (\$8M over 5 years)

- Platforms: Google Ads, Programmatic Ads.
- Targeting: Geo & demographic-based.
- Reach: 30M users/year.
- KPIs: 0.5% CTR, 1% conversion, \$5 CPA.

Influencer Partnerships (\$5M over 5 years)

- Collabs: 20 eco & lifestyle influencers.
- Content: Sponsored posts, reviews, sustainability tips.
- Reach: 10M followers.
- KPIs: 1% conversion, sentiment tracking via social listening.

Consumer Education

On-Pack Labeling (\$1M)

- Labels: Clear recycling instructions, QR codes for guides.
- KPIs: 10K QR scans/month, improved consumer understanding.

Recycling Guides (\$0.4M)

- Online: Local recycling info & disposal methods.
- Offline: Distributed in retail & community events.
- KPIs: 5K webpage views/month, guide downloads.

Community Workshops (\$0.6M)

- Partners: Local NGOs, community centers.
- Workshops: Hands-on recycling & composting sessions.
- KPIs: 50 attendees/workshop, positive feedback.

Strategic Partnerships

- Collaborators: TerraCycle, waste management facilities, NGOs.
- Goal: Pilot programs for consumer engagement in recycling.

Expected Outcomes

- Sustainable Packaging Adoption: +50% over 5 years (current: 80% plastic).
- Customer Satisfaction: +20% (survey-based).
- Brand Loyalty: +15% retention.
- Revenue Growth: +10% from sustainable products.

Contingency Planning

- Low Engagement: Adjust channels, content, and incentives.
- Negative Feedback: Address promptly, provide support and refine initiatives.
- Budget Overrun: Focus on high-impact projects, explore funding options.

Metric	Baseline (Current FMCG Avg.)	Target (12 Months)
Customer Retention Rate	65%	75%
Repeat Purchase Rate	40%	60%
Consumer Willingness to Pay Premium	40%	50%
Customer Satisfaction Score (CSAT)	80%	90%

CHALLENGES

Plastic Dependency

80% of EcoPack's portfolio relies on plastic, posing regulatory and consumer risks.

Regulatory Mandate

Govt. requires a **25%** plastic reduction by **2027** to avoid penalties.

Financial Constraints

\$50M budget for sustainability must cover R&D, implementation, and disruptions.

Consumer Pricing

40% willing to pay 10% more for eco-friendly packaging, but 60% may resist price hikes.

Cost Increase

Biodegradable packaging may raise production costs by 15-20% per unit.

	Multi-layer Laminates (multi-serve)	Multi-layer Laminates (single-serve)	Plastic-only (LDPE)	Flexible, Longer-Use (PET)	Blister Packaging	Flexible, Longer-Use (HDPE)
Plastic Used	Metallized PET/PP	Metallized plastic	Low density polyethylene (LDPE)	Polyethylene Terephthalate (PET)	PET & cardboard	High Density Polyethylene
	Biscuit/crisp packets	Sachets (shampoo, spices)	Bread bags	Toothpaste tubes, bottled water 🥒	Toothbrushes, accessories	Shampoo,body wash 🎽
Recyclable?	No	No	Yes, low rate	Yes, widely	Not easily	Often, if in bulk
Potential Solutions	1.Recycling Partnerships: Collaborate with organizations like TERI and Saahas Zero Waste for multi-layered packaging recycling. 2.Bio-additives: Work with EnviGreen to integrate bio-additives that enable plastic degradation.	 Redesign: Create recyclable, smaller sachets using concentrated formulas. Refill Programs: Offer concentrated refills in minimal packaging. Community Collection: Establish incentive - based sachet collection programs with NGOs. 	from EviGreen or Plaxto.	1. Bio-PET: Support bio-based PET development with Reliance Industries. 2. Aluminum Bottles: Introduce aluminum packaging for premium water. 3. Terracycle Partnerships: Recycle oral care products through Terracycle.	1. Disassemblable Packaging: Design easily separable packaging for better recycling. 2. Sustainable Toothbrushes: Promote bamboo or replaceable- head toothbrushes.	 Bio-HDPE: Explore bio-based HDPE alternatives. Refill Stations: Install shampoo refill stations in retail stores. Return Incentives: Reward customers for returning empty bottles.
Factors	 Cost: Multi-layered packaging ensures food preservation with strong barrier properties. Costeffective alternatives must retain these qualities. Scalability: Recycling technologies and bioadditives must scale to manage India's high packaging volumes. Infrastructure: India's recycling system is underdeveloped; partnerships with TERI & Saahas Zero Waste are crucial. 	 Consumer Behavior: Single-serve sachets are popular due to their affordability and convenience. Refill programs and community collection initiatives require significant changes in consumer habits. Cost: Sustainable packaging must remain affordable. 	 Adoption: Encouraging consumers to switch to cloth bags. Cost: Bioplastics are pricier than LDPE. Scalability: Ensuring a steady supply of bioplastics from Indian manufacturers is vital. Collection: Ineffective Collection hampers recycling. Optimizing collection methods can have great effect. 	Cost: Bio-PET is costly; aluminum is energy-intensive. Infrastructure: Proper recycling systems for PET bottles are needed. Consumer Awareness: Educating consumers on recycling is crucial.	 Design Complexity: Making it recyclable without compromising protection is tough. Material Compatibility: Alternatives must match durability and appeal. Convenience: Sustainable options must be user-friendly. 	 Bio-HDPE Sourcing: Must be affordable and available. Refill Stations: Require logistical investment. (Unilever Global, Reuse. Refill. Rethink) Consumer Adoption: Encouraging participation is key.



BUSINESS MODEL ADAPTATION



PHASE 1 0-2 YEARS Quick Wins & Cost-Effective Sustainability

Objective: Implement low-cost sustainable alternatives to meet short-term regulatory targets (25% reduction in plastic by 2027) while minimizing cost increases.



<u>Lightweighting & Optimization:</u> Reduce plastic use by 15-20% per unit (e.g., thinner PET bottles, fewer layers). APC Packaging, leading cosmetic packgaging firm, reduced material usage by 20% by optimizing plastic thickness and using a high-performance recycled plastic blend.



<u>Hybrid Sustainable Packaging:</u> Keep 80% of food & beverage packaging plastic-based but integrate rPET for the rest. Shift to monomaterials for easier recycling & lower costs (e.g., Nestlé's single-polymer sachets).



Retailer & Supply Chain Collaboration: Secure partnerships with Amazon, Flipkar, DMart, etc for increasing shelf space for eco-friendly SKUs. Work together with paper mills, film manufacturers and resin producers to access cutting-edge technologies and tailored materials

PHASE 2 2-4 YEARS Scaling Sustainable Solutions & Market Differentiation

Objective: Expand sustainable packaging beyond compliance, leverage consumer demand, reduce long-term costs through supplier partnerships & process automation.



<u>Biodegradable Packaging for Premium SKUs:</u> Use compostable materials like Polylactic Acid (PLA) and Polyhydroxyalkanoates (PHA) for personal care & premium foods. Market as a USP to justify 15-20% higher pricing.



In-House Recycling & Circular Economy: Develop rPET & paper recycling facilities to cut external dependency. Employ High-Performance Material Recycling to separate and recover high-quality materials from Mixed Multilayer Plastic Packaging (MMPP) waste.



Brand Communication & Eco-Certification: Launch "EcoPack Certified" label for trust & differentiation. Educate consumers through in-store, digital, and QR-based storytelling.

PHASE 3 4-6 YEARS <u>Full Transition & Market Leadership</u>

Objective: Achieve 80%+ sustainable packaging adoption while maintaining costefficiency and brand leadership.



Zero-Waste & Refillable Packaging: Introduce refill stations for household & personal care items. Reduces waste & lowers long-term costs (e.g., The Body Shop cut packaging costs by 30%).



Advanced Material R&D: Explore and Invest in more sustainable and low cost materials like algae-based bioplastics, edible coatings, and plant-based films. Utilize patents & proprietary materials to create a competitive edge.



ESG Monetization & Circular Revenue: Sell recycled packaging to smaller FMCG brands. Earn revenue through carbon credits from plastic reduction.



FINANCIAL FEASIBILITY



1. Current Packaging Cost & Financial Baseline

Factor	Value
Plastic Dependency	80% of portfolio
Current Plastic Cost (per unit)	\$0.10
Annual Plastic Usage	1B units
Total Annual Plastic Packaging Cost	\$100M

2. Regulatory Mandate & Cost Increase for Sustainable Packaging

Factor	Value
Required Reduction in Plastic Usage (by 2027)	25% (250M units)
Biodegradable Packaging Cost Increase	15-20% per unit (Avg. +17.5%)
New Sustainable Unit Cost (Avg.)	\$0.1175
Total Cost for Transitioned Units	\$29.38M
Additional Cost Due to Transition	\$4.38M

3. Cost Offsets & Mitigation Strategies

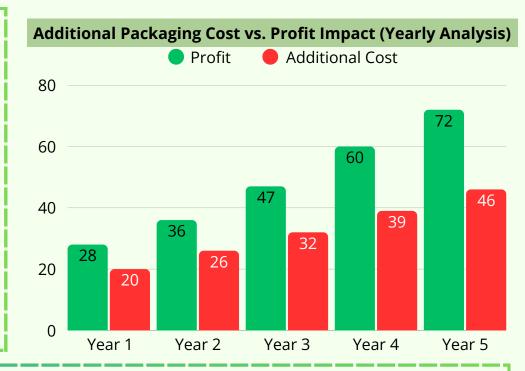
Factor	lmpact (%)	Estimated Savings
Lightweighting & Material Reduction	10-15% savings	\$12M
Bulk Procurement & Supplier Negotiations	5% discount	\$6M
ESG Tax Incentives & Carbon Credits	5% rebate	\$1M
Consumer Premium Pricing (40% willing to pay 7% more)	Revenue impact	\$28M

4. Net Financial Impact Calculation

Factor	Cost Impact	Savings	Net Impact
Additional Cost (Sustainable Packaging Shift)	-\$20M	-	-\$20M
Lightweighting Savings (10% Material Reduction)	-	+\$12M	-\$8M
Bulk Procurement Savings (5% Discount)	-	+\$6M	-\$2M
ESG Tax Incentives (5% Rebate)	-	+\$1M	-\$1M
Consumer Premium Pricing (40% Paying 7% More)	+\$28M	-	+\$27M

5. Final Financial Outcome Calculation

Total Impact = -20M + 12M + 6M + 1M + 28M = +27M



6. Scenario Planning

- Best-Case: 50% of consumers pay 10% extra, 7% tax incentives, and 20% efficiency gains lead to \$60M profit.
- Base Case: 40% pay 7% extra, 5% tax incentives, and 15% efficiency gains result in \$36.6M profit.
- Worst-Case: 35% pay 5% extra, 3% tax incentives, and 5% efficiency gains risk break-even or a \$0.5M loss.



Factor	Calculation / Assumptions	Best-Case (Optimistic)	Base Case	Worst-Case (Pessimistic)
Material Costs Increase	Additional cost incurred to facilitate the shift to sustainable packaging	Only 12% additional cost → \$12M	20% additional cost → \$20M	25% additional cost → \$25M
Government Incentives	Tax/ESG rebate on additional cost for sustainable initiative. Savings = rebate % × Additional cost	7% rebate: 0.07×\$12M = \$1.4M	5% rebate: 0.05×\$20M = \$1.0M	3% rebate: 0.03×\$25M = \$0.6M
Consumer Willingness to Pay	Extra revenue from a premium on a \$1.00 product: Units sold = 1B Extra per unit = Premium % × \$1.00Revenue = (# of premium units)×(extra per unit)	50% of 1B = 500M units at 10% premium: Extra = \$0.10/unit → 500M×\$0.10 = \$50M	40% of 1B = 400M units at 7% premium: Extra = \$0.07/unit → 400M×\$0.07 = \$28M	35% of 1B = 350M units at 5% premium: Extra = \$0.05/unit → 350M×\$0.05 = \$17.5M
Operational Efficiency Gains	Savings from process improvements like material reduction and bulk procurement	20% gain → 0.2× \$112M ≈ \$22M	15% gain → \$18M	5% gain → 0.05× \$125M ≈ \$6.25M
Overall Profitability Impact	Net impact = (Consumer Premium Revenue + Operational Efficiency Savings + Government Incentives Savings) – Material Cost Increase	(50M + 22M + 1.4M) – 12M → approx \$60M	(28M + 18M + 1.0M) – 20M = \$27M	(17.5M + 6.25M + 0.6M) – 25M = \$0.5M near break-even or a slight loss

Target Audience Segmentation



Eco-Conscious Consumers (40%)

Demographics: 25-45, higher income, urban. Behavior: Prefer & pay more for sustainable products.

Price-Sensitive Consumers (50%)



Demographics: 18-35, middle/lower income, suburban/rural. Behavior: Prioritize affordability but consider eco-options if competitively priced.



Indifferent Consumers (10%)

Demographics: 30-50, varied income, diverse locations. Behavior: No strong preference for sustainability.

Contingency Planning



• Low Engagement: Adjust channels, content, and incentives.



• Negative Feedback: Address promptly, provide support and refine initiatives.



Budget Overrun: Focus on high-impact projects, explore funding options.



Awareness Campaigns

Social Media Campaign (\$10M over 5 years)



- Platforms: Instagram, Facebook, X (Twitter), LinkedIn.
- Content: Infographics, videos, influencer collabs.
- Reach: 50M impressions/year.
- KPIs: 2% engagement, 20% website traffic growth, 30% brand mention increase.

Digital Advertising (\$8M over 5 years)



- Platforms: Google Ads, Programmatic Ads.
- Targeting: Geo & demographic-based.
- Reach: 30M users/year.
- KPIs: 0.5% Click-Through Rate (CTR), 1% conversion, \$5 Cost Per Acquisition (CPA).

Influencer Partnerships (\$5M over 5 years)



- Collabs: 20 eco & lifestyle influencers.
- Content: Sponsored posts, reviews, sustainability tips.
- Reach: 10M followers.
- KPIs: 1% conversion, sentiment tracking via social listening.

CONSUMER ENGAGEMENT PLAN



Total Budget: \$25 million over five years

\$4 million Year 1 \$5 million Year 2 \$5.5 million Year 3 \$5.5 million Year 4 \$5 million Year 5

Key Performance Indicators (KPIs) and Targets

Metric	Baseline (Current FMCG Avg.)	Target (12 Months)
Customer Retention Rate	65%	75%
Repeat Purchase Rate	40%	60%
Consumer Willingness to Pay Premium	40%	50%
Customer Satisfaction Score (CSAT)	80%	90%

Consumer Education

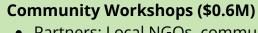


On-Pack Labeling (\$1M)

- Labels: Clear recycling instructions, QR codes for guides.
- KPIs: 10K QR scans/month, improved consumer understanding.

Recycling Guides (\$0.4M)

- Online: Local recycling info & disposal methods.
- Offline: Distributed in retail & community events.
- KPIs: 5K webpage views/month, guide downloads.



- Partners: Local NGOs, community centers.
 NARA
 Workshops: Hands-on recycling & composting sessions.
 - KPIs: 50 attendees/workshop, positive feedback.



Strategic Partnerships

- Collaborators: TerraCycle, waste management facilities, NGOs.
- Goal: Pilot programs for consumer engagement in recycling.

Expected Outcomes



• Sustainable Packaging Adoption: +50% over 5 years (current: 80% plastic).



• Customer Satisfaction: +20% (survey-based).



• Brand Loyalty: +15% retention.



• Revenue Growth: +10% from sustainable products.



