

# The Fusion Hub

06-03 - "A one-year strategic plan and marketing plan."



THINK OUTSIDE THE TRASH

*Lautoka, Fiji*

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# 1. Executive Summary

## 1.1 A Mission Statement

An innovative solution to how people furnish their houses, by introducing environmentally friendly, high-quality, stylish products and encouraging a sustainable living. Our aim is a world without waste and with economically empowered women and youth by creating a circular economy where the waste is recycled and upcycled to new products. Public awareness for a sustainable environmental is enhanced by giving a second life to waste and by supporting women to become financially stable.

## 1.2 The Company History and Leadership Model

The Fusion Hub is a social enterprise founded in 2016 out of Sagufta Janif's desire to provide a solution to Fiji's growing waste problem, global waste crisis, to create a sustainable community in Fiji and to contribute to the economic empowerment of Fijian women and youth.

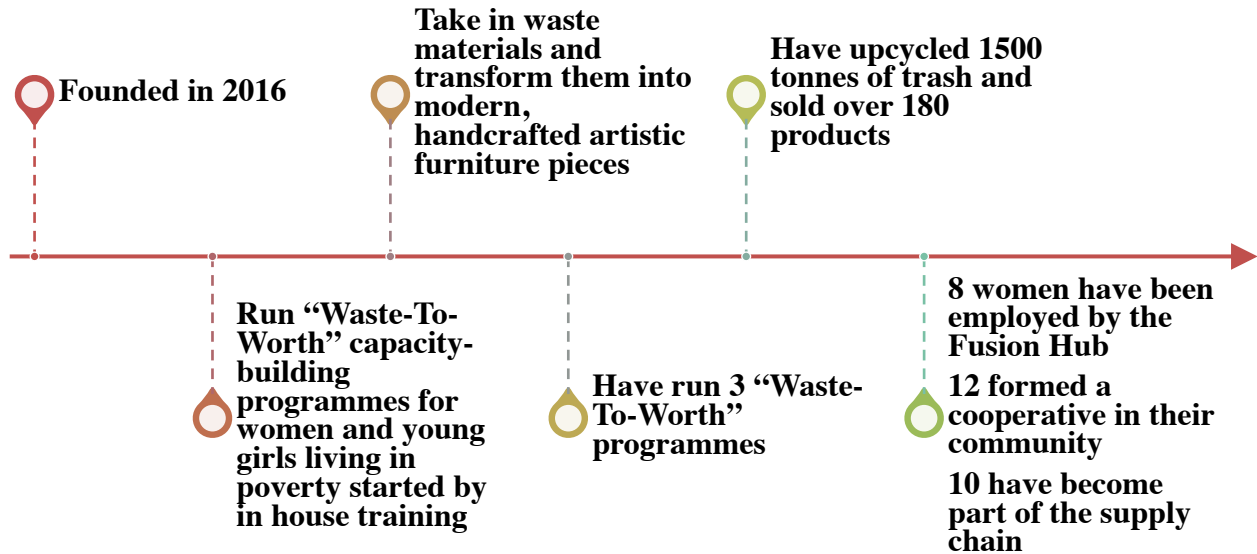
## 1.3 An Overview of Competitive Advantages

The products produced vary in range, from home décor pieces to pieces of furniture. All products are tailored to the customers' taste and are of high quality, stylish and sustainable. By supplying the tourism industry, the Fusion Hub helps businesses become more environmentally friendly and reduce their ecological footprint.

## 1.5 Company Goals

The Fusion Hub aims to solve the waste problem by encouraging people to buy sustainable products and live a sustainable life. By collecting the waste and having female employees, they contribute to a cleaner environment, upskill locals and provide employment.

## 2. About us: Company & Business Description



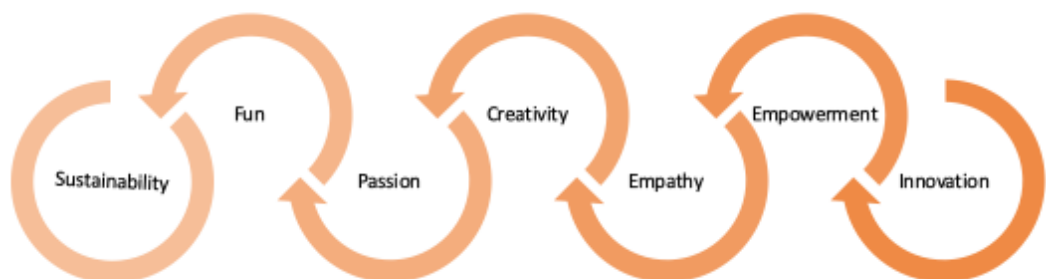
### 2.1 Mission

A zero-waste world with economically empowered women and communities.

### 2.2 Vision

1. In the next 5 years, we would like to establish a functional workshop where we can run more waste-2-worth capacity building programmes.
2. The workshop will also have co-working spaces where women who want to start their upcycling business can work from. We will also help them register and formally set up their business; encouraging more women-led start-ups.
3. We also want to have a depot where people can come and drop off the items they wish to donate. This could also be sorting, cleaning and storage area as these functions require a lot of space.
4. A zero-waste shopping space.

### 2.3 Core Values



## 3. Goals



### 3.1 Short-term goals

Have a depot where people can come and drop off unwanted items/waste.  
Create new product and service line.

### 3.2 Long-term goals

Grow business in terms of employees, products and services offered.  
Establish a zero-waste shopping space.  
Establish a workshop to run more capacity-building programs and encourage more women start-ups.

### 3.3 Measurements of success

Amount of waste collected and converted into sustainable products.  
Number of people encouraged to bring in waste, recycle and shop at the zero-waste store.  
Number of workshops run and women working for our enterprise/number of business start-ups.

### 3.4 Obstacles

Space constraints.  
Difficult to access funding.  
Challenging to dive into individual consumer market.

### 3.5 Objectives

Establish the zero-waste shop and depot. Create a community with a zero waste Fiji mindset. Promote sustainable products. Continual expansion to selling market.  
Establish a workshop to run more waste-2-worth capacity building programmes.  
Empower more women and encourage them to start a business.

## 4. Product and Service Lines

### 4.1 Products

We take in waste materials, such as old tyres, discarded construction materials, textile waste, plastic and glass bottles, old broken furniture and we transform them into modern, handcrafted artistic furniture pieces.

Existing products: Mirrors, Chandeliers, Desks, Beds, Coffee tables

New offerings:

- Hammocks (made from plastic bottles and textile waste)

Offer a sustainable and affordable option to several applications such as camping, indoor and leisure activities.



- Wallets (made from recycled plastic bags/carton boxes)

A sustainable option to a product used by everyone. Can get creative with the design.



### 4.2 Services

Existing services: The “Waste-To-Worth” programme encourages economic and social development of women. Through the two weeks capacity building, the organisation provides women’s support and income to encourage them to become financially stable.

New services: Zero-waste shop, Depot for people to drop off waste, Platform for people to share sustainable lifestyle ideas and exchange unwanted items.

## 5. Market Analysis

### 5.1 Target Market

Existing market: 80% to hotel/resorts  
20% to individuals

Buyer Personas for new market:

- **Hammock:** Hammocks are used by tourism companies (e.g. hotels/resorts/beach bars), households. Depending on the hammock's shape and size it can benefit different age groups. It can be shipped both locally and internationally – the fabric is travel safe, unlike other materials such as glass. It can appeal to campers due to its portable fabric and lightweight conditions or people living in coastal areas and close to nature wanting a relaxed environment.

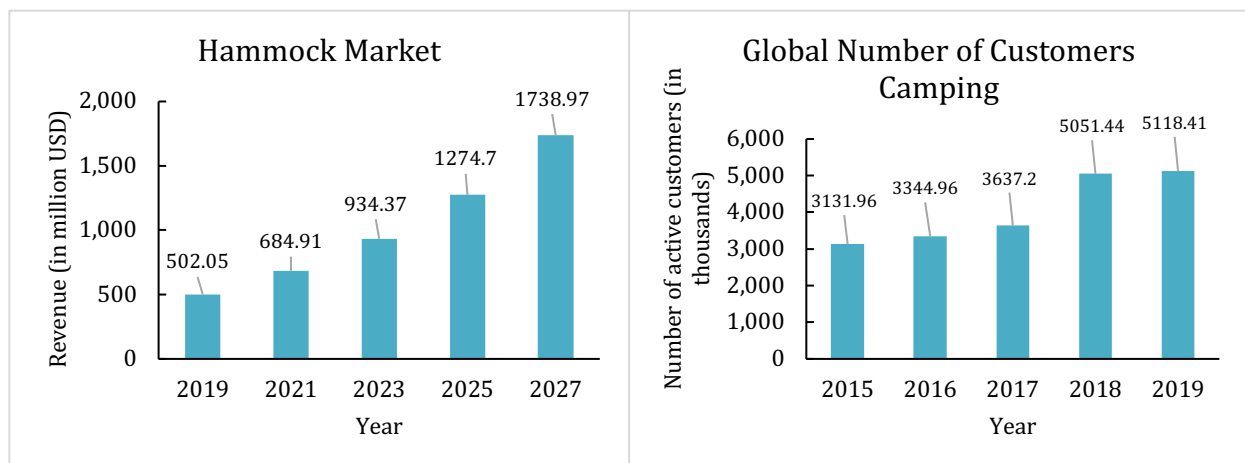


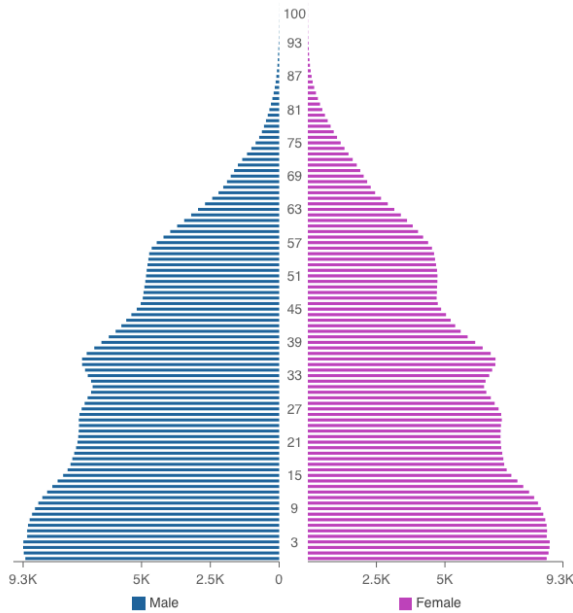
Figure 1: Hammock market.<sup>[1]</sup>

Figure 2: Global number of active customers going camping.<sup>[2]</sup>

Figures 1 and 2 show that hammock purchases rise as they are easy to introduce, lightweight and can be carried on trips. Hammock provides an easy product that can be sold online and facilitates international market.

- **Wallet:** Teenagers and adults. Locals and internationals. Depending on design/colour it can attract different age groups/genders.

Fiji Population Pyramid 2020



Australia Population Pyramid 2020

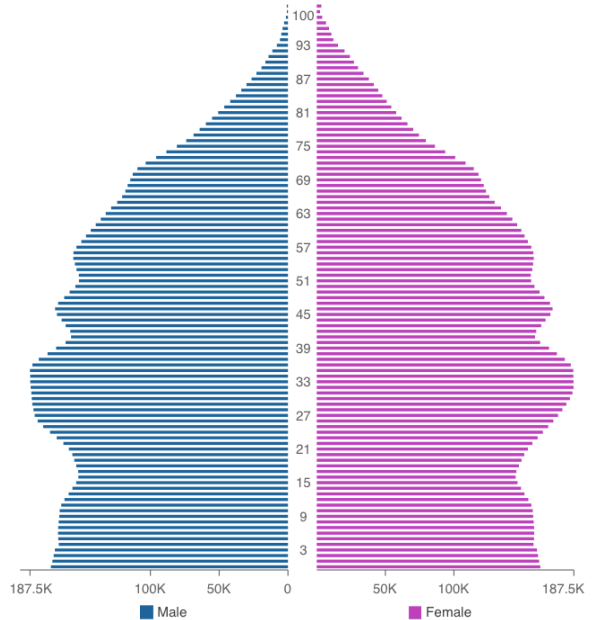


Figure 3: Fiji’s population pyramid in 2020.<sup>[3]</sup> Figure 4: Australia’s population pyramid in 2020.<sup>[4]</sup>

Figures 3 and 4 show the population pyramids of Fiji and Australia (one of the international markets) respectively. In Fiji the largest population percentage lies within the 20-45 age range and between 20-60 in Australia suggesting a young customer market base.

- **Zero waste shop:** Local community. Youths and adults shopping locally who support change, a sustainable lifestyle and want to influence their community.
- **Depot:** Everyone (kids, adults, elderly). Encourage recycling and upcycling.
- **Waste-to-worth programmes:** (Married) women from disadvantaged backgrounds



Figure 6: Employment status of men and women aged 15 and above, 2010-2011.<sup>[5]</sup>



Figure 6 suggests that the number of women employed is low. Through the “Waste-To-Worth” programmes, more women will be encouraged to earn an income.

## 5.2 SWOT Analysis of the Fusion Hub

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>- Experience: years of experience with waste and start-ups.</li> <li>- Awards: gained awards and recognition.</li> <li>- Superior product quality at lower price.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>- High start-up costs: difficult to access funding and costs of starting up a zero-waste shop will require money.</li> <li>- Women led enterprise dealing with waste.</li> <li>- Production capacity: lack of tools and equipment during high demand.</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>- Facility expansion: run more services, produce more products, more women employees, larger amount of waste recycled.</li> <li>- R&amp;D: potential for other products to be manufactured.</li> <li>- Community awareness and engagement.</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>- Environmental protection standards: need to develop economically feasible recycling solutions that meet the standards.</li> <li>- Market competition.</li> </ul>

## 5.3 Competitor Analysis

Competitor Name	Comparative Strength(s)	Opportunities for the Fusion Hub
Nakie (hammock company) <sup>[6]</sup>	Initiative to plant 4 trees for every hammock purchase 1 <sup>st</sup> recycled hammock company	Demand Company culture Possible entry in market
Amazon, local shops	Industry relationships Wide product range Brand reputation	Skilled/creative staff Brand reputation User saving opportunity

## 6. Marketing Plan

### 6.1 Positioning Strategy: Why are potential buyers going to be interested in our services?

Converting waste into new useful items reduces resource use and pollution emissions. No waste means that less money is spent to clean up waste and economy suffers less. The money can be better spent on other needed services like improving education and health services. Less waste improves the island's image and attracts people.

#### - **Zero-waste shop and depot:**

The zero-waste shop and depot can run in different ways:

1. Product based: Take in waste and transform it into useful decorative items or pieces of furniture.
2. Service based: Take products for reprocessing. Offer repair and maintenance options.
3. As an engagement platform where people can exchange items/share ideas/buy sustainable products.

Everyone should have the chance to recycle. By establishing the depot, it makes it easy and convenient for the community to participate in a waste collection system and inspire more citizens to live a zero-waste lifestyle. The shop and depot will raise awareness and encourage community engagement. People will work together towards a sustainable lifestyle.

The company will be able to do a makeover to items that people bring in. It will empower locals and use creative ideas to raise awareness about the zero-waste lifestyle, contributing to the reduction of waste.

Community empowerment:

People bring in waste materials and get something in return. This encourages more people to recycle. Zero waste shop acts as a place where people can trade old items they do not use. Create a marketplace on social media where people post what items they have to reuse and exchange them. Point of exchange could be the zero-waste shop/depot.

Sales methodology:

Increase loyalty by offering a rewards program, where you get some money off after using X-number of reusable items or telling people about the enterprise and increase the customers' base.

Earn points when shopping at the store or when bringing in waste which are redeemable for Fusion Hub's products, or donations to a school/charity.

Customers receive one free product upon the return of waste.

- **New products:**

The new products introduced will provide a new approach to already existing and useful items. The global hammock market is increasing as more outdoor recreational activities are undertaken.

With the rise in fast-paced/hectic lifestyles consumers find different ways to de-stress such as swinging in a hammock. The growing health consciousness and need to engage in physical activities consumers are willing to take up outdoor fun and adventurous activities, such as camping and sleeping in a hammock.

College students, outdoor enthusiasts, and millennials who are looking for products they can share with their friends and turn into an experience will benefit from the hammock that will give them that ease of use, convenience and portability while protecting the environment.

Consumers using hammocks as an indoor piece or hotels and resorts attracting customers, will be brought that moment of relaxation inside their houses or businesses.

Sales methodology:

Create loyalty programmes/incentives. "A \$xx donation gives you early access to the first product made from waste collected from Fiji/to a limited-edition product made of verified waste from Fiji."


Do discounts and packaged deals.

## 6.2 Marketing Platforms

- Website 

Communicate the organisation's values and innovation.

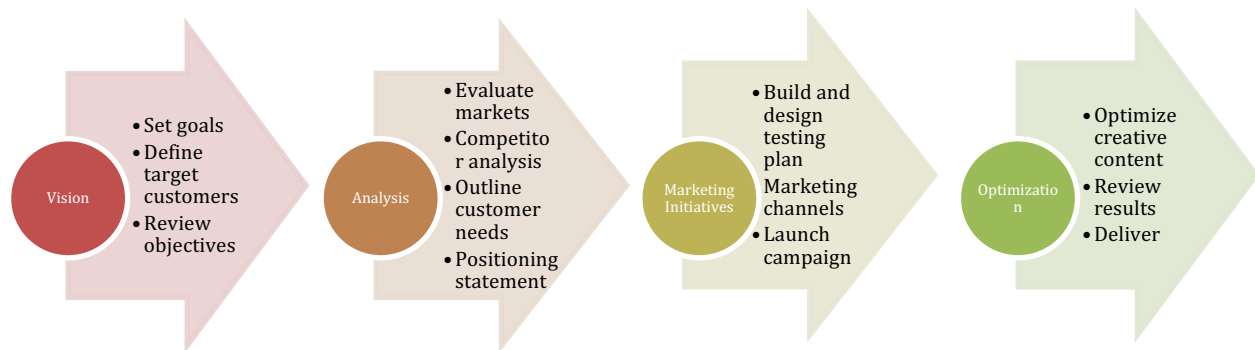
Promote products and services.

- Social media e.g. Facebook 

Promote services

Create online community where people encourage each other towards a more sustainable living.

### 6.3 Marketing Strategy



**Step 1: Design**

**Product creation**  
 Plan to have 2 product ranges allowing for a slightly broader range of furniture pieces that can be used by a number of different customer needs: i) Coastal (exterior), ii) Home (interior)

**Depot facility**  
 Plan out where the facility will be established.

**Step 2: Building**

**Product creation**

- Design systems (tools/equipment needed) for creating the products.
- Make sure each product is modern but simple so that we can build each piece in advance.
- Prototyping these pieces to create marketing material based on those pieces and ranges.
- Train employees to be able to assemble each piece of furniture efficiently to reduce time and cost of production.

**Depot facility**  
 Design space and include equipment needed for collecting/recycling/sorting.

**Step 3: Marketing**

Through social media and website.

**Step 4: Target Sales**

**Product creation**

- Individual sales to tourists
- Partner up with Interior design companies/lodges for volume/mass-scale sales
- Partner up with local souvenir shops for small-scale orders
- Ship internationally/locally
- Hotels/resorts

**Depot**  
 Neighbourhood

Month 1

Month 5-12

Months 2-3-4

## 7 Strategy

### Months 1-2

#### **Resource requirement:** infrastructure required

Research locations for the establishment of the zero-waste shop. Obtain required stools/shelving/benches for store.

Research locations for the depot space for people to drop off the waste needing sorting, recycling and upcycling.

Research and obtain tools and equipment needed to manufacture new products.

Legal Structure: Receive all legal paperwork: government registrations, permits, health codes, insurance requirements, and zoning laws.

### Months 3-12

#### **Implementation**

Find empty building/free locations to have the depot/drop off points. Establish depot near the facility where "Waste-to-Worth" workshops happen to minimise transportation.

If possible, have multiple waste drop off points near the different workplaces (have a drop off point near women working from home and one near the organisation's facility) to minimize transportation and encourage more people to recycle.

Organize the depot into sections; e.g. waste drop-off point, recycling point, upcycling point. Have a container for people to leave the waste if the depot is closed.

Promote through social media platforms the locations of depots and encourage people to bring in their waste e.g. they get a reward by bringing in waste.

Run at least 1 "Waste-To-Worth" programme. Launch the available date in advance for women to sign up.



**Months 3-12**

**Dissemination:** how the plan will be announced

Use social media and the website to announce the projects prior to their launch date. Conduct surveys/questionnaires to see people's response and ask for feedback.

**Months 1-12**

**Progress assessment plan:** how to track progress/success

Get feedback from customers by asking them to complete a questionnaire and rate the products/services.

For the capacity building workshops ask trainees to comment on what the organisation should start, continue and stop doing to improve the programme.

Review lessons at the start of each project stage and capture lessons during and at the end of each stage (so we can leverage off our experience in future projects)

Review lessons with people who have had the experience or/and the ones who are about to develop their plans for a similar project

## 8. Impact

Proceeds reinvested in the continuation mission towards a sustainable Fiji creates a positive impact on individuals, the community and the environment. The enterprise's missions align with Fiji's National Development Plan and the Sustainable Development Goals.



By employing women or helping them start their businesses through the “Waste-To-Worth” workshops we provide income and help them become financially stable. This aligns with Fiji's national development plan's target to empower women to reach their full development potential and create opportunities for women to participate in leadership and overall economic development. In line with the 5<sup>th</sup> Sustainable Development Goal for gender equality, supporting women's participation in any profession, leadership and decision-making will generate greater economic participation, recognition of domestic workers, and elimination of discrimination.

Promoting entrepreneurial culture through sustainable micro, small and medium enterprises is part of Fiji's national development plan. The growth of enterprises is essential for job creation, income generation, rural development, poverty alleviation and empowerment of youth and women. Through producing sustainable products, an environmentally sound management of all wastes to minimize their adverse impacts on human health and the environment will be achieved. This aligns with the 12<sup>th</sup> Sustainable Development Goal to responsibly consume and produce. Achieving economic growth and sustainable development requires that we reduce our ecological footprint by changing the way we produce and consume goods and resources. Through the zero-waste shop and depot, industries, businesses and consumers will be encouraged to recycle and reduce waste and support the country to move towards more sustainable patterns of consumption.

Positive impact on the environment measured as the amount of material recycled for example will mean that in the short term, the amount of plastic waste is reduced. In the long term, making products from recycled waste could save tons of carbon dioxide, virgin plastic, or thousands of barrels of oils each year.

## 9. References

[<sup>1</sup>] <https://www.profsharemarketresearch.com/hammock-market/>

[<sup>2</sup>] <https://www.statista.com/statistics/1132012/camping-world-active-customers-worldwide/>

[<sup>3</sup>] <https://worldpopulationreview.com/countries/fiji-population>

[<sup>4</sup>] <https://worldpopulationreview.com/countries/australia-population>

[<sup>5</sup>] <https://www.adb.org/sites/default/files/institutional-document/210826/fiji-cga-2015.pdf>

[<sup>6</sup>] <https://www.nakie.co>