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”.

**CURRENT STORE DIVERSION RATE**

<table>
<thead>
<tr>
<th>Store</th>
<th>Diversion Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>75%</td>
</tr>
<tr>
<td>2017</td>
<td>27%</td>
</tr>
</tbody>
</table>

**WSI DIVERSION DASHBOARD 2017**

![Dashbboard Image]

**ANALYZING WEST ELM’S WASTE STREAM**

**KEY RECOMMENDATIONS**

- **HIGH IMPACT**
  - Styrofoam / plastic recycling
  - Training & mixed recycling

- **FEASIBILITY**
  - Long-term: Employee rewards & incentives
  - Short-term: Recycling & Segregation at store front

**NEXT STEPS**

- Create implementation plan
- Implement
- Track & improve

**SITE VISITS, INTERVIEWS, SURVEYS**

**INTERNAL UNDERSTANDING**

- Interviews
  - WSI Social Consciousness and Innovation VP
  - WSI Corporate Social Responsibility Manager
  - West Elm Field Training Director
  - West Elm Fanway Store Managers and Staff
- Site Visits
  - West Elm Fenway Store (Boston)
  - West Elm Corporate Headquarters (New York)

**INDUSTRY UNDERSTANDING**

- 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

**PROJECT FOCUS**

- **SUPPLIERS**
- **DISTRIBUTION CENTERS**
- **WARE SERVICE PROVIDER / MANAGED STORES**
- **LANDLORD MANAGED STORES**
- **CUSTOMERS**
- **WARE HOUSES / CENTERS**
- **LANDFILL**

**KEY FINDINGS**

- The nation-wide employee survey draws a clear picture…
- Top 3 Pain Points
- Top 3 Store Needs
- Good News

**KEY CONCLUSIONS**

- Diversion goal, in %
  - **Target year**
    - Walmart: 2025
    - **Initiatives**
      - Plans to reduce EPS
      - Storefront Recycling
      - Waste Management Tracking System

**IMPLEMENTATION**

- **PRIORITIZE OPPORTUNITIES**
- **CREATE IMPLEMENTATION PLAN**
- **IMPLEMENT**
- **TRACK & IMPROVE**

- **FEASIBILITY**
  - Executable with current resources & level of organizational readiness
  - **IMPACT**
    - Potential contribution to landfill diversion goals
  - **FEASIBILITY**
    - Short-term: Detail impact potential
  - **LOW IMPACT**
  - Long-term: Define metrics to track progress

- **NEXT STEPS**

- **INTERNAL UNDERSTANDING**
  - Derivation of final recommendations
  - Combination of internal and external learnings
  - Store Questionnaire

- **EXTERNAL UNDERSTANDING**
  - >230 employees across 4 WSI brands

- **INTERNAL UNDERSTANDING**
  - 232 employees
  - 2 sites visited

- **EXTERNAL UNDERSTANDING**
  - 14 stakeholders interviewed (Internal & External)