

CASE

B2B

MARKETING

Presented by



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HAPPENING MARKETING

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COMPANY OVERVIEW

Cascades is a Quebec-based company that was founded in 1964. Its mission is to contribute to the well-being of the planet and its inhabitants through sustainable, innovative and value-added packaging, hygiene and recovery solutions. Driven by the belief that there's always a better way to get things done, the organization focuses on innovation to find the best solutions for packaging and protecting products, managing residual materials and creating a cleaner world.

BACKGROUND - CASCADES' DNA

Sustainability has been a part of Cascades' DNA for nearly 60 years. The company's products made from recycled materials built a reputation of a pioneering leader in the circular economy. Cascades has always made respect for the environment, its employees and the communities in which it operates, an integral part of its business practices. Aligned with its mission to contribute to the well-being of people, communities and the planet, the company launched its fourth sustainability action plan in June 2021. Cascades set 15 ambitious goals for itself to reaffirm its commitment to sustainability and drive positive change, including a goal of ensuring that 100% of the packaging it manufactures and sells is recyclable, compostable or reusable by 2030. As Quebec's crown jewel of the packaging industry, Cascades knows how to leverage eco-design principles and a continuous quest for improvement to stand out from the competition year after year. [Sustainable development at Cascades](#).

SUSTAINABILITY

The need to take urgent action to fight climate change and preserve the planet dominates the news. It's an issue that can be felt across all industries and sectors, particularly for big waste producers like the agri-food industry. Only three days from now, on March 28, 2023, the City of Montréal will be banning certain hard-to-recycle single-use plastic items. (Montréal, 2023). That means that retailers like Metro, Sobeys and Loblaws will be scrambling to adapt. A few of them have already taken steps toward integrating sustainable development into their operations by changing the way they run things and setting their own sustainability targets. Retailers that are more knowledgeable about the current climate crisis and the environmental impact of their practices tend to be much more demanding of their packaging suppliers. Lately, findings show that retailers are increasingly dictating packaging decisions.

Cascades must learn to navigate this new reality and draw upon its reputation and experience to become an active player in the movement to ban polystyrene in the agri-food industry, while also keeping an eye on its many competitors, such as Footprint, CKF and World Centric.

CASCADES' OFFERING – Specialty products

The first thing that comes to mind when you think of Cascades is bathroom tissue or paper towels. Yet, Cascades has an incredibly diverse product portfolio. The company offers its commercial customers a range of food packaging solutions, such as its thermoformed cardboard food tray made from 100% recycled fibres. Cascades specially designed this tray with its commercial customers in mind: retailers, processors/producers, wholesalers and packers. The tray has multiple certifications, including FSC (Forest Stewardship Council) and CMA (Compost Manufacturing Alliance), and is also prequalified by How2Recycle®. The tray comes in three different types of coatings:

1. Cardboard tray
2. Cardboard tray with moisture-resistant coating
3. Cardboard tray with SurfSHIELD moisture-resistant coating

 The cardboard tray	 The cardboard tray with moisture barrier	 The cardboard tray with moisture barrier SurfSHIELD™
✓ Recycled ✓ Recyclable ✓ Compostable	✓ Recycled ✓ Recyclable	✓ Recycled ✓ Recyclable ✓ Compostable
This recyclable tray made of 100% recycled fibres is also compostable*. It allows your fruits and vegetables with peel to be preserved in optimal conditions.	This recyclable and waterproof barrier is ideal in humid environments. It will protect and preserve your fruits and vegetables by ensuring rigidity, breathability and freshness. The perfect solution when compostability is not a priority.	This patented SurfSHIELD™ water-based coating meets the specific needs of the produce market, as it allows the board to be moisture resistant while remaining recyclable, compostable* and offering optimal rigidity.
		

In addition to being extremely effective, Cascades' food trays have a lower environmental footprint, as they are made from 100% recycled materials. They're compostable, recyclable and designed to keep food freshness for just as long as trays made from polystyrene or other hard-to-recycle plastics.

CASCADES' RELATIONSHIP WITH ITS COMMERCIAL CUSTOMERS

Cascades has a good working relationship with all of its commercial customers in the agri-food industry.

Cascades directly negotiates with retailers and processors/producers and helps them choose the right packaging for their needs.

In today's world, every stakeholder in the agri-food industry must play their part in creating a future for our planet by choosing the best packing solutions:

- **Cascades:** by being a sustainable manufacturer that uses 100% recycled raw materials;
- **Retailers:** by being influencers when it comes to in-store packaging decisions;
- **Processors/producers:** by choosing to use high-performance eco-designed packaging for their fresh produce.

Cascades helps retailers choose the right packaging based on their needs and sustainability goals. Cascades is also in a position to directly influence the type of packaging used by processors/producers across the supply chain.

It is important for everyone involved to work together to reduce single-use plastic packaging and meet their respective sustainability goals, and Cascades has been at the forefront of these discussions between retailers and processors/producers.

MANDATE

The current polystyrene ban leaves food retailers with no other choice but to take action. It's no easy task and the clock is ticking. Cascades is hiring you to drive up sales of its cardboard trays among current and future commercial customers (retailers and processors/producers). Your strategy will have to be limited to the Canadian market.

Your presentation must include a support plan that will help Cascades meet the following objectives:

1. Find ways to help Cascades and agri-food industry stakeholders (retailers and processors) navigate the ban on hard to recycle single-use plastic food packaging
2. Leverage Cascades' stellar reputation and extensive experience to develop its marketing strategy for commercial customers
3. Establish Cascades as a leader and changemaker in the eco-designed food packaging revolution

CONSTRAINTS

You have an annual marketing budget of \$150,000, and you have to accomplish the above goals within three years. In sum, you'll have access to \$450,000 to implement the strategy over a three-year timeline.

Take note that not all agri-food retailers are on the same page when it comes to sustainable development and eco-designed packaging. Some are better versed in the topic, and some have more resources than others.

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