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POR LA PONTIFICIA UNIVERSIDAD CATÓLICA DEL PERÚ

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Executive Summary

A persistent social problem in Peru is the lack of safe, affordable, and dignified access to clothing and household essentials for low-income families. Many households rely on informal markets where goods are cheaper but often of low quality, sold in unsafe environments, and without guarantees of hygiene or durability. Recidar offers an alternative to these markets by collecting, sorting, and restoring items before reselling them at accessible prices in its *Mi Bazar* stores. However, a lack of reliable donation streams creates inconsistencies in key product availability. The proposed solution is the scaling of Recidar's model through partnerships with PUCP and Centrum universities using updated and innovative donation bins as channels for donation collection.

The expected social impact is that low-income families in Peru will have increased access to affordable items and would be better able to rely on *Mi Bazar* stores to have adequate stock. Financially, the donation bins will expand Recidar's donation streams at a low cost, by leveraging their pre-established donation collection systems and relationships with university partners. Additionally, higher quantities of donations will increase resale volumes and therefore revenues. Environmentally, the donation bin solution uses circular economy practices to support waste reduction in Peru by extending the life of the donated goods. Overall, the donation bin solution positions Recidar to scale its impact sustainably.

Resumen Ejecutivo

Uno de los problemas sociales más persistentes en el Perú es la falta de acceso seguro, asequible y digno a ropa y artículos básicos para el hogar para las familias con bajos ingresos. Muchos de estos hogares dependen de mercados informales donde los productos son más baratos, pero a menudo de baja calidad, los cuales se venden en entornos inseguros y sin garantías de higiene ni durabilidad. Recidar ofrece una alternativa a estas tiendas: recolecta, clasifica y restaura artículos antes de revenderlos a precios accesibles en sus tiendas Mi Bazar. Sin embargo, la falta de canales de donación confiables genera inconsistencias en la disponibilidad de productos clave. La solución propuesta es ampliar el modelo de Recidar mediante alianzas con las universidades PUCP y Centrum, utilizando contenedores de donación modernos e innovadores como canales para la recolección de donaciones.

El impacto social esperado es que las familias de bajos ingresos en Perú tengan mayor acceso a artículos y puedan contar con una variedad de productos adecuadas en las tiendas Mi Bazar. En el aspecto financiero, los contenedores de donación ampliarán los canales de donación de Recidar a bajo costo, aprovechando sus sistemas preestablecidos de recolección de donaciones y las relaciones con las universidades socias. Además, un mayor volumen de donaciones incrementará el volumen de reventa y, por consiguiente, los ingresos. En el aspecto ambiental, la solución de contenedores para donaciones utiliza prácticas de economía circular para apoyar la gestión y reducción de residuos en Perú, prolongando la vida útil de los productos donados. En general, la solución de contenedores para donaciones permite a Recidar ampliar su impacto de forma sostenible.

Dedications

I dedicate this work to my family and dear friends, whose unconditional support, love, and encouragement have always inspired me to keep moving forward and never give up.

- Blanca Altamirano

I dedicate this work to my family, my partner, and my friends. No matter how far the distance, I always felt your unwavering encouragement and support. I especially dedicate this to the women in my family before me who did not get the chance to pursue a higher education, let alone abroad. You paved the way for me to be where and who I am, and I will honor this privilege for the rest of my life.

- Hannah Engertsberger

I dedicate this thesis to all the people who supported me throughout this master's degree, especially my family and loved ones. Their encouragement gave me the courage to pursue this path in a profession different from the one I had before, and for that I am deeply grateful.

- Kyrian Vaillant Ingabo

This work is dedicated to my family. To my father whose unwavering support and encouragement has never been more than a phone call away. To my mother who has always believed in me and taught me to believe in myself. And to my brother, who never fails to make me smile. Their support has been invaluable in this work and in my entire educational journey.

- Sierra Macdonald

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Additionally, we express our gratitude to our professors, with special appreciation for Professor Dr. Sandro Alberto Sánchez Paredes, whose teaching and guidance shaped this work. We also thank Centrum PUCP for the hospitality and constant support during our time as students here.

Finally, we acknowledge our host country Peru, whose openness and generosity was never-ending, and the entire cohort of TRICON 11 for the many moments that made this journey unforgettable. The lessons learnt here go beyond only academics and will remain meaningful in both our professional and personal paths.

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Chapter I. Defining the Problem

In Peru, a country where poverty and inequality are high with a Gini coefficient of 40.7 (World Bank, 2025), the social enterprise Recidar seeks to help low-income families in underserved urban and peri-urban areas to gain dignified access to clothing and essential items. Recidar collects second-hand goods such as clothing and offers them at affordable prices in their two stores in Lima. Currently, one of the most common solutions for people in those conditions is to attend the informal market called *la cachina*. While offering affordable products, these spaces lack order, hygiene, and safety (La República, 2023). Recidar aims to provide a safer alternative to these markets, but to do so effectively, it needs to increase the variety and quantity of desired products.

Recidar contributes significantly to various Sustainable Development Goals. First, it aligns with SDG 1.4 (No Poverty) by giving economically vulnerable families safe access to affordable essential items. It also promotes SDG 8.3 (Decent Work and Economic Growth) by generating employment opportunities for people in the informal sector and promoting social donation campaigns, thus fostering a more dynamic circular economy. Similarly, it responds to SDG 10.2 (Reduced inequalities) as it seeks to improve the shopping experience for users, who can safely access a wide variety of products, while fostering community belonging. Finally, it contributes to SDG 11.6 (Sustainable cities and communities) as it promotes waste reduction through a circular economy model, leading to lower CO₂ emissions and reduced pollution (United Nations, 2015).

There is high potential for the scalability of Recidar's operations. Partnering with additional companies in Lima would allow Recidar to scale donation collection while having little impact on logistic considerations or costs. The problem that Recidar faces is finding reliable donation partners and creating channels that improve donation processes. The following report aims to suggest comprehensive solutions to this defined problem.

Chapter II. User (and Customer) Research

This section moves from the problem statement to the people who live it. The goal is to understand how the problem presents itself in daily decisions for Recidar's focal user and for the adjacent customers and partners who shape the experience. Using the first two steps of design thinking, user pain points were identified from existing user evidence, staff briefings, and non-intrusive observation and later organized into a customer experience map to make the journey and emotions visible (Maretzke, 2019). Permission to interview customers on site was requested from Recidar. However, this was advised against for this phase because of privacy concerns and because many customers are there to shop and would find intercepts not ideal or even disruptive.

Following company advice and instructions, direct engagement with Recidar's customer base was avoided. Instead, the process relied upon previously gathered data obtained by the company in 2018 and 2023 in efforts to further understand their customer base (CreativeLab, 2018; Guerrero et al., 2023). Additional insights were gained through non-intrusive field observations as well as key informant briefings with the Recidar staff across various departments including operations and marketing. Therefore, the process used to define the customer profile and the reliability of our proposed solutions relied on mostly secondary data and feedback from the company.

2.1 User Profile

Recidar operates two *Mi Bazar* stores in two districts of Lima, one in Villa El Salvador (VES) and another in Chorrillos, serving as an affordable shopping experience for under-resourced communities. To construct a comprehensive customer/user profile, Guerrero et al. (2023) carried out a mixed methods study over a course of five weeks. The dimensions explored in the study include the sociodemographic characteristics of

the user, behavioral habits and emotional responses to the shopping experience, which were found to align closely with the focus of this final application work.

Quantitative data was collected through 100 structured questionnaires (51 in VES and 49 in Chorrillos) and qualitative insights were obtained through interviews and non-intrusive field observation (Guerrero et al., 2023). These methods provided insights into the customer base for Recidar and were used as secondary data in this project.

2.1.1 Interview Guide

To complement the secondary data, a hypothetical interview guide was prepared to align with the approaches used by both CreativeLab (2018) and Guerrero et al. (2023), who conducted interviews with *Mi Bazar* customers in earlier studies. The purpose of this guide was to explore the broader aspects of the user's life including financial decision-making, emotional needs, motivations, and social context. A sample of the questions that would have been asked includes:

1. Can you tell us about a typical day in your life? What kind of activities do you do and what daily decisions do you make?
2. What are the biggest challenges you face when trying to provide for yourself or your family?
3. What matters most to you when shopping for clothes, furniture, or household items? Is it the price, quality, durability, or something else? Why?
4. How do you feel about buying second-hand items?
5. What kind of places or services make you feel respected and valued as a customer?

These questions were not used in the field work but developed to reflect the user-centered inquiry supporting the creation of a user profile. The full interview guide used by Guerrero et al. (2023) is included in Appendix A for reference and comparison.

2.1.2 Demographic Characteristics

The typical customer of *Mi Bazar* is a woman between the ages of 46 and 55, often a mother and a primary caregiver (Guerrero et al., 2023). The data indicate that women represent over 70% of the customer base in both locations, while men account for about 25%. More than 80% of female respondents reported having at least one child, and around 38% identifying themselves as homemakers, compared with only 8% of male respondents (Guerrero et al., 2023). These findings resonate with national trends in Peru, where women carry a heavier domestic workload and face greater challenges in labor market participation (Belapatiño, 2024). As a result, women are the primary decision-makers for household consumption and constitute the central user group.

In terms of education, most *Mi Bazar* customers reported having completed only basic education, followed by those with technical education and with fewer advancing to university-level studies (Guerrero et al., 2023). Regarding employment, the customer base reflects a wide range of informal and low-income occupations. Among women, many reported working in caregiving, food preparation, resale of second-hand goods and other domestic or service-oriented roles (Guerrero et al., 2023). Men were more likely to be working in transportation, security, or manual trades such as construction or repair work.

Housing conditions were relatively stable, with 52% of men and 53% of women owning their homes, while the remainder rented or shared accommodations (Guerrero et al., 2023). Nearly all respondents of the study had access to basic services including electricity, potable water and sewage systems with a slightly lower access to internet (75%) and gas (64%) (Guerrero et al., 2023). Additionally, most of the customers reported living in the same district as the location of the *Mi Bazar* they frequent, emphasizing the importance of proximity and accessibility (Guerrero et al., 2023).

2.1.3 Daily Activities and Shopping Habits

Clients frequently visit *Mi Bazar*, with some attending up to three times per week, to find affordable goods for their families (Guerrero et al., 2023). Shopping is part of a broader routine that includes caregiving, household management, and informal work. The most purchased items are clothing (70%), followed by household goods such as furniture and appliances (Guerrero et al., 2023). These purchases are primarily for personal or family use, although some clients also resell items to supplement their income. For example, one interviewee shared how she owns a daycare, and she shares the toys with the children. When there are fewer kids, she resells them (Guerrero et al., 2023). This illustrates how *Mi Bazar* functions as a retail space as well as a resource for managing daily responsibilities and generating income.

2.1.4 Desires, Joys, and Frustrations

Customers of *Mi Bazar* express a strong desire for a shopping experience that is affordable, reliable and dignified (CreativeLab, 2018). Price was a decisive factor, as families sought to maximize limited resources without compromising on essential needs and at the same time the condition of products was highlighted as even more important than price (Guerrero et al., 2023). As one customer in Chorrillos explained, “*The product has to be in good condition first and then the cost of the product*” (Guerrero et al., 2023). Beyond material concerns, customers also desired clean, safe, and welcoming environments where they could shop without the social discomfort associated with secondhand shops called *cachinas* (CreativeLab, 2018; Guerrero et al., 2023).

Positive experiences at *Mi Bazar* were often described in emotional and social terms. Customers reported a sense of relief, belonging, and community connection while shopping (Guerrero et al., 2023). Beyond emotional satisfaction, the perception of saving money contributed directly to household well-being. As one customer explained,

“I feel like I save a few soles... help for home, in this area of Chorrillos it helps a lot and it can be used for other expenses, food, and education” (Guerrero et al., 2023).

These joys reveal that *Mi Bazar* is not only a source of affordable goods, but also a dignified and emotionally affirming community space.

Common causes of frustrations include the inconsistent and often rising prices, limited product availability (Guerrero et al., 2023). One customer noted *“There are days when it's comfortable, there are days when it's very expensive, there are days when it's very low (...) it's a rotating process. They've gone up a bit, I've been shopping at the bazar for three years, and they have gone up a bit, and that's due to the company's costs and having to pay its staff”* (Guerrero et al., 2023). Collectively, these frustrations show the conditions under which families in low-income districts make consumption decisions and reinforce the importance of affordability, consistent product availability, and dignified shopping environments.

2.1.5 User Archetype

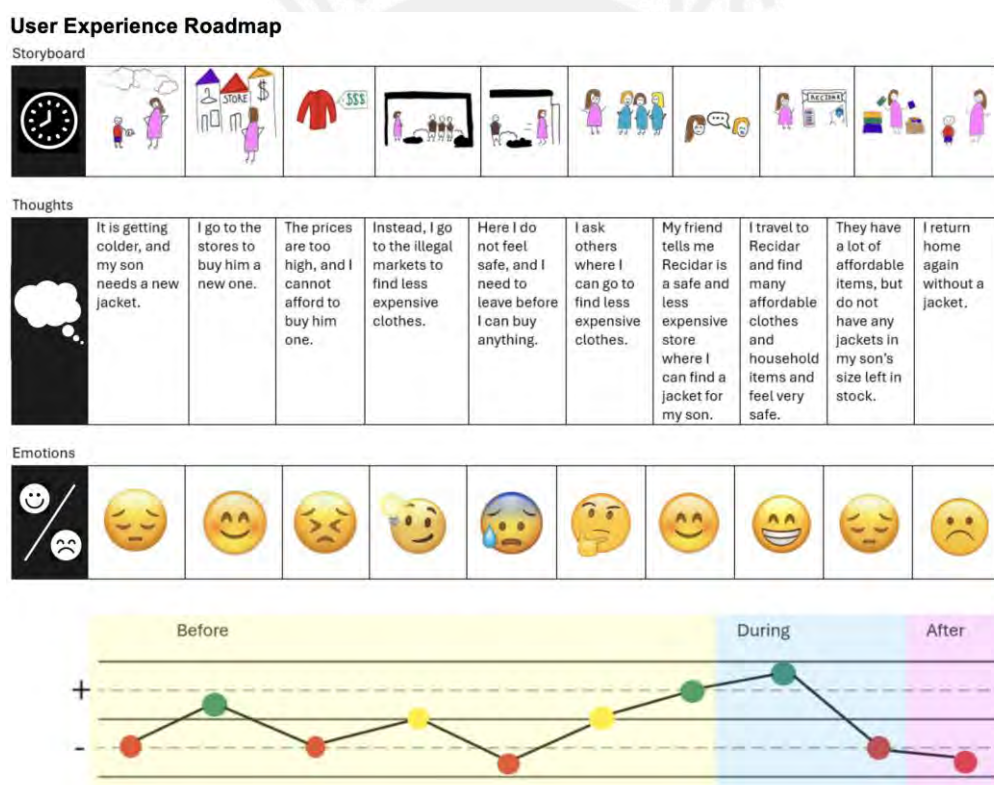
An archetype of the *Mi Bazar* customer was developed by combining the demographic, behavioral, and experimental data (see Figure 1). This composite persona, referred to as “Rosa”, reflects the typical characteristics of the customer base identified in prior studies (Guerrero et al., 2023; CreativeLab, 2018). Rosa is a middle-aged woman in her early fifties, living in Villa El Salvador with her family. She is a mother to two kids and a primary caregiver who balances household responsibilities with low-income work. Rosa is driven by the need to stretch limited financial resources and secure affordable clothing and household goods for her family. She seeks a dignified and safe shopping environment and values community connections.

2.2 User Experience Map

The experience of Rosa, previously introduced as the archetype customer for *Mi Bazar*, was mapped using a journey mapping framework inspired by Pol Celsi (Crehana, 2020). Her story as visualized in Figure 1 below, outlines her emotional and behavioral journey across three distinct phases: *Before*, *During*, and *After* the visit to *Mi Bazar*. Each phase was analyzed in terms of actions taken, thoughts expressed, emotions felt, and service touchpoints encountered.

Figure 1

User Experience Roadmap showing before, during, and after Rosa's visit to Mi Bazar



In the *Before* phase, Rosa identified a need where she realized that her son's current jacket was no longer suitable for the colder season because it was torn and the son reported being cold. After her daily informal work selling street food, she visited a local retail store and realized that prices were higher than what she could afford, making

her feel frustrated and excluded. In search of a more affordable option, she makes a visit to a local *cachina*. Although the prices were lower, the environment was unsafe and unhygienic, which prompted her to leave without making a purchase. Feeling sad and frustrated, she reaches out to her social network of other mothers in the neighborhood via WhatsApp, and in response, one of them recommended Recidar's *Mi Bazar* as a safer and more dignified option.

In the *During* phase, Rosa acted upon the recommendation from her social network and visited *Mi Bazar*. Upon her arrival, the store's organized, clean, and welcoming environment generated a sense of safety and dignity while shopping. As she explored the store, Rosa discovered a wide range of items including affordable housing items and clothing, leading her to have a positive emotional peak in her journey. The shopping experience felt structured and intentional, allowing her to browse without the stress typically associated with *cachinas*. As she looks around the store for her son's jacket, she is told that there is no more stock left in her son's size. She ends up being disappointed and this unmet need produced a decline in her emotional satisfaction and emphasized the importance of reliable inventory.

In the *After* phase, Rosa returns home without her son's jacket she had originally set out to find. The emotional journey reached a critical point when expectations were not met due to stock limitations, despite the overall positive impression of the store.

This experience map suggests that customers do not evaluate affordability on its own. They weigh it alongside dignity, safety and reliability. In contrast to the formal retail shops that excluded Rosa through their high prices, and the *cachinas* that left her feeling unsafe and awful, *Mi Bazar* combined affordability with respect, creating positive emotional highs. However, the disappointment caused by limited stock

revealed the reliability is as critical as price. For first-time customers such as Rosa, this may weaken her trust in the store and discourage repeat visits.

2.3 Identification of the Need to Solve for the User

The prioritization of user needs in this work was directly informed by the emotional trajectory mapped in Rosa's journey (see Figure 1). The lowest points on the experience graph were analyzed to identify the most significant pain points. Among these, the unsafe environment of the *cachinas* and the lack of stock inventory were noted. Since multiple pain points were found to be on similar emotional levels, further prioritization was guided by external research and service design principles.

Inventory reliability was prioritized due to its direct impact on the user's unmet goal. This need was especially considered because Recidar *Mi Bazar*, unlike informal alternatives such as *cachinas*, is positioned as a formal and trustworthy retail space. As such, higher expectations are placed on its ability to deliver consistent and dependable service. According to Knox (2022), effective and efficient inventory management is essential for delivering positive customer experiences in retail, as stockouts often lead to frustration and a loss of trust.

Furthermore, the lack of reliability in the store imposes additional costs on Rosa when desired items are unavailable. She is inclined to travel to alternative markets, which consumes both time and money she should otherwise dedicate to her family. Ensuring consistent product availability within Recidar would help her avoid these unnecessary burdens and make more efficient use of her limited resources. For this reason, reliability in inventory was identified as the central need to be addressed.

Chapter III. Product or Service Design – Solution

3.1 Conception of the Product or Service

The process used to formulate the solution to the relevant social problem defined above began with the conception of the product. To meet the needs of the identified end user, an iterative ideation process was determined to be necessary, beginning with an in-depth brainstorming process in which the 6x6 Brainstorming Canvas was used as a key tool. This canvas provides a clear structure while also allowing room for creative thinking. Before the brainstorming, it was necessary that the team environment during the process was supportive and non-judgmental, to ensure that all members felt safe and encouraged to share even their most out-of-the-box ideas. Building on and adjusting each other's ideas would be welcomed, as this would help to foster creativity and support innovation. In hindsight, establishing a supportive environment early in the brainstorming process while having the structured 6x6 canvas tool to keep the process moving forward was key to success in the conception of the final product.

The brainstorming process began by defining a central objective: to provide Recidar with a higher volume and larger variety of clothes and donors (see Appendix C1). This central, guiding objective provided a foundation which was then used to develop the key necessities for the end user, Rosa (see Appendix 1). As many end user necessities as possible were listed and then discussed to select the six most important. Then, these necessities were used to create six generating questions that would lead the brainstorming session. The developed questions were analyzed and combined where possible, and then the top six most important to be answered were selected. This process of reduction was important to ensure that the ideation remained focused while still leaving room for creativity. The key pain points of the end user would be resolved by

answering these carefully created questions, which then became the driving force behind the remainder of the ideation process (see Appendix 1).

In the next stage of the brainstorming process, team members independently contributed as many ideas for solutions to each question as possible. For this part of the process, a collaborative Canva page was used, with a different color of virtual sticky note being assigned to each team member, and solutions being added under the corresponding question. To support creativity, work periods of twenty minutes at a time were followed, with short breaks being taken to reset before returning to the process with fresh ideas. Some contributions were written, while others were illustrated. Support and lack of judgement of ideas was critical for effectiveness at this stage. Encouragement to raise radical and creative ideas established an environment of support, ensuring that each team member felt that they could be creative without constraints or fear of being judged. Through this technique, a broader pool of ideas for solutions to each of the six questions was ultimately generated (see Appendix 1).

After this creative and free-flowing brainstorming session, each idea's feasibility and viability was discussed in detail. Responsibility for explaining each idea was assigned to the respective team members, while listening, questioning, and suggesting adaptations were carried out by the others. One thing that was a surprise was the number of overlapping ideas. Combining and adapting ideas built even more creative and innovative ideas. Additionally, flaws in each idea were revealed through constructive criticism and questions regarding feasibility. Solutions to these flaws were then identified, discussed, and implemented. Throughout this process, the six most viable ideas for solutions to each question were determined, or 36 viable ideas in total (see Appendix C2Appendix C). The key factors used to determine which ideas were

most viable were, firstly, that the idea would solve the need for the end user, and secondly, that it could be realistically implemented by Recidar.

Out of the six ideas chosen for each generating question, the most favorable idea was chosen and placed at the bottom of the 6x6 Brainstorming Canvas (see Appendix 2). After each idea was thoroughly discussed, surprise was expressed at how efficiently agreement was reached on the most viable ideas. Supportive and open discussion was key to this efficiency and ensured that the final ideas considered were truly practical. The final solutions could then be compared across categories when the most viable ideas were placed at the bottom of the 6x6 Matrix.

The Cost vs. Impact Matrix (or the Quick Wins Matrix) was used to further analyze the selected top six ideas in terms of complexity (cost) and expected impact (see **¡Error! No se encuentra el origen de la referencia.**). This step was considered useful as it allowed for an analysis of which solutions would be most effective and achievable. Recidar is a certified B-Corporation, meaning it balances profits with social action. Therefore, the company has limited access to capital to support new campaigns, making it essential that the final solution be highly impactful and financially achievable. For this reason, solutions in the “quick wins” quadrant, or the low-cost, low-complexity, high-impact solutions, were prioritized (see **¡Error! No se encuentra el origen de la referencia.**). It became clear that multiple ideas could be combined to meet user needs more effectively.

The political environment of Peru also played an important role in shaping the final stages of the product conception process. When the potential final solutions were evaluated, consideration was given not only to whether they could be supported by Recidar, but also to whether the broader Peruvian context would allow them to succeed. Peru has been experiencing instability in the political environment due to upcoming

elections and the high fragmentation of political parties (Flannery, 2023). This instability signaled that foreign investment was likely to decrease and become uncertain, making any solution dependent on international partnerships or expansion especially risky. As a result, domestic solutions in Lima were prioritized, where Recidar already has an established donation pick-up system. Discussions with Recidar staff confirmed that adapting the existing collection routes in Lima would be feasible and low-cost.

The brainstorming process focused on user-centered ideation, cost-effectiveness, and political feasibility. This led to the final solution: to design and implement specialized donation bins for the PUCP and Centrum campuses. These bins would solve the end user need for more donation volume and variety, while leveraging the pre-existing relationships between Recidar and the university.

3.2 Development of the Narrative (Canvases, Narratives, etc.)

The development of the final solution involved a complex narrative-building process that involved many iterations, feedback sessions, tools, and even large pivots when unexpected obstacles were encountered. The process of the final solution development revolved around the central objective of connecting Recidar's mission of recycling and inclusion to the experiences of donors, partners, and end users. To achieve this, tools such as the Relevance Target Canvas were utilized, which allowed for the analysis and organization of stakeholder feedback while the prototype was refined in an iterative manner. This canvas was essential in the prototyping process as it ensured that the solution was not only innovative but also responsive to the needs of all stakeholders.

The story of Rosa, the user persona detailed in section 2.1.5 above, was central to the development of the final solution. Rosa's narrative guided the brainstorming sessions and provided a set of specific needs and pain points to solve. Her needs framed the generative questions in the 6x6 Brainstorming Canvas and provided a way to ensure

the ideas would be creating value for the desired end users. By connecting solutions to this persona, the process was humanized, and abstract concepts about donation volume or efficiency were grounded in practical concerns about safety and affordability. By revisiting Rosa's perspective in each sprint, a coherent storyline was maintained in which donation bins were not just containers for clothing but tools for improving lives.

The narrative evolved during the process over a series of obstacles and pivots. A critical pivot point was when the already existing bins on the Centrum campus were brought to attention. This revelation initially seemed like a complete roadblock to the solution that had been developed in the ideation stage. However, by revisiting the narrative, it was realized that the problem was not the existence of bins, but their ineffectiveness. They were poorly located, resembled garbage containers, and were used improperly (see Appendix E).

This moment reinforced the importance of the narrative approach because instead of abandoning the idea altogether, the story could be reframed to create improvements to an existing but ineffective process. Rather than creating an entirely new product, a pivot was made toward a storyline of adaptation, focusing on innovative practices to improve existing products.

The Relevance Target Canvas became especially important at this stage. During feedback rounds with Recidar staff, university partners, and potential donors, the canvas was used to map and sort feedback points into categories and determine the level of relevance of each point (see Appendix FF). The tool allowed for visualization of which points were recurring or overlapping between stakeholders to prioritize those most necessary to reaching the project objective. An example of this was the point of bin misuse, which was a critical concern of Andrea Lazarte, the Director of Positive Impact at Centrum, and Rodrigo Nores, the head Recidar representative. Both stakeholders

independently gave feedback of the existing bins on the Centrum campus being misused due to issues with donation sorting and the general bin design. The Relevance Target Canvas made it clear that this was a key issue across the two groups, and the highest level of emphasis was therefore placed on solving this specific issue. The canvas was also used to ensure that the focus was on the more important points, preventing the process from being derailed by less urgent feedback.

Through these cycles of feedback and iteration, a coherent storyline that could be shared with all stakeholders was developed. This narrative emphasized that the donation bins are more than physical items. They are a tool designed to reduce costs and inefficiencies for Recidar, to provide affordability and reliability for end users like Rosa, to increase convenience and efficiency for donors, and to offer facilitators a convenient way to participate in social and environmental change.

Politics also shaped the narrative in subtle but important ways. As discussed in section 3.1, by working with partners located within Lima, the donation bin solution would be resilient despite political uncertainty.

Overall, the path toward the final minimum viable product (MVP) included rounds of collaborative brainstorming, feedback rounds, and prototyping sprints. Along this path, the focus was maintained on providing solutions to the needs of the persona, Rosa, while alignment with Recidar's mission and environmental feasibility was ensured. When the final prototype was at last developed (see **Error! No se encuentra el origen de la referencia.H6**), the donation bins carried a story that was both practical and impactful.

3.3 Innovative and Disruptive Nature of the Product or Service

The donation bins were made to be highly innovative and potentially disruptive during the iterative design process. Recidar has used donation bins in the past, however

the proposed bins have been reimagined and developed to be innovative in their design, location, and integration of marketing tools (see Appendix H6; **Error! No se encuentra el origen de la referencia.**). Past problems with typical donation bins were considered when developing the new donation bins to ensure the new prototypes would avoid misuse, increase donation quality, and create added value for all users of the bins, including the donors, facilitators, Recidar, and end users.

The first key innovation of the donation bins was the size of the opening. Smaller openings for the donations were proposed to prevent misuse, discourage the disposal of waste, and reduce the chances of theft. A further innovation to the openings of the bins was the introduction of separate openings for different items, such as clothing and shoes (see **¡Error! No se encuentra el origen de la referencia.H6**). This innovation would improve the donation process in two key ways. Firstly, damage to items could be reduced and cleaning processes could be made easier by having bulkier, generally dirtier items such as shoes separated from more fragile items like articles of clothing. Secondly, this innovation would move the job of sorting items from Recidar to the donors. This would reduce Recidar's operational costs and increase sorting efficiency, while also encouraging donors to more carefully consider if the items that they are donating are acceptable.

Location of the bins was another key innovation. The existing donation and recycling bins located on the Centrum campus were examined, and it was determined that their location was a key factor that led the bins to be ineffective. The existing bins were placed in low-traffic areas next to waste disposal bins, and therefore resembled garbage bins, supporting misuse. The solution to this was to place the new bins in high-traffic locations on both the Centrum and the PUCP main campuses to maximize their visibility and accessibility (See Appendix I; **Error! No se encuentra el origen de la r**

eferencia.). The colours and styles of the bins would be adjusted to fit into the university aesthetic to ensure that the partners are comfortable with the bins being placed in central locations. Additionally, with sustainability and community involvement being increasingly important to faculty and students, the bins could help the university to demonstrate its commitment to supporting community-focused projects. In terms of logistics, these locations would be made effective by leveraging Recidar's current partnerships with the university. This would allow the bins to be installed with little logistical hurdles and could be easily integrated into Recidar's collection routes.

Perhaps the most innovative feature of the donation bins was the integrated marketing tools. Instead of simply stating the company name, the bins were redesigned to communicate Recidar's brand, mission, and key instructions for effective donating (see Appendix H5). This turned each bin into both a donation collection point and an awareness-raising platform. Therefore, not just donors, but also anyone passing by the conveniently located bins would know where to donate, what to donate, where their donations end up, and Recidar's overall purpose and impact. This key innovation transformed the donation bin from a functional object to a marketing and communication channel.

These key innovations hold disruptive potential. Innovations to the bin design change how donations are collected to reduce costs and increase efficiency at Recidar, making the cost per item lower for end users like Rosa. The innovative locations and incorporation of marketing materials can build awareness of Recidar and its final cause in a cost-effective manner, encouraging more people to take action against inequality and improper waste disposal in Peru. The combination of accessibility, efficiency, and

awareness-building gives the donation bin a heightened potential for widespread positive impact.

3.4 Value Proposal

The most important aspect of the developed solution is the value that it delivers to its users. While the solution was created with the customer in mind as the final end user, it was determined that the donation bin can also generate value to the other users, including the facilitators, such as the universities, and the donors. Each user presents unique pains, frustrations, and gains that they reap from the solution, all of which can be addressed by the donation bins (see **¡Error! No se encuentra el origen de la referencia.**).

For the end users, or the customers of Recidar's storefront *Mi Bazar*, the value of the donation bins is tied to their observed lived experiences. Like the persona Rosa, many of these end users face unsafe and ineffective shopping experiences in either expensive shopping centers, or in lower-cost informal markets where theft and harassment are common (La República, 2023). Even when clothing is available, the quality is often poor or items are damaged, and families live with the constant uncertainty of never knowing whether they will find the sizes or seasonal clothing they need as selection is often limited and variety in categories can be highly inconsistent. This user's "job to be done" is to purchase affordable, quality items, especially clothing and shoes, for their families in a safe and predictable environment. The bins directly support the users in this endeavor. By increasing the volume, quantity, and quality of items in Recidar's stock, families like Rosa's can rely on Recidar to be a safe place to find what they need. Overall, the donation bins allow end users to gain access to clean, good-quality clothing and shoes at an affordable price, gain consistency in supply and

variety of items, and reduce negative experiences related to shopping in informal markets, such as feelings of loss of dignity or lack of safety (CreativeLab, 2018).

Next, the bins also create value for the facilitators. In the initial phase of this project, the donation bin facilitators are the Centrum and PUCP university campuses. However, there is an opportunity for project expansion to other facilitators, such as companies, offices, storefronts, or clubs. Hosting donation bins gives facilitators a low-cost way to show their commitment to social and environmental responsibility. Without the donation bin system, institutions like universities face the frustrations that there is no convenient and effective way to demonstrate their commitment to social action. Additionally, informal donations or donation collection without an associated cause can appear unprofessional, and organizing donations independently requires high levels of time, effort, and coordination. Working with Recidar as a partner company and using the donation bins as a donation channel, facilitators only need to provide the basic support of providing a visible and convenient location for the bins. In return, Recidar provides facilitators with a sustainability seal that provides credible recognition for their commitment towards sustainability and community improvement. Recidar also provides measurable impact data that can be tied to social responsibility metrics. The donation bins provide value to facilitators through offering an efficient and credible way for institutions to make positive changes in their communities without high costs or organizational obstacles.

The third group of users that benefit from the donation bins solution are the donors themselves. Many potential donors are frustrated by difficulties finding where and how to make donations, and whether their donations will actually reach people in need. Additional frustrations such as lack of feedback or recognition for donations can steer potential donors to simply discarding items as waste instead of giving them a

second life. There is also a cultural hesitation to part with clothing “just in case,” which further limits donation levels. The bins resolve these frustrations by being accessible, visible, and easy to use. With the strategic placement of the bins, they would be part of the donor's everyday routine, and passing by the donation bins often can inspire others to become donors as well. For those who wanted to donate but did not know how, they would be able to drop off their unneeded items between classes or on the way to their office. The integration of marketing tools on the bins provides donors with clarity of the cause that they are supporting. Demonstrating the collective impact of donors' contributions can offer recognition and create a sense of belonging and community.

What makes the donation bins especially effective is how they align gain creators and pain relievers across all three groups of users, at every stage of the donation process. The bins reduce confusion through clear guidelines and marketing materials, minimize misuse with small openings and durable designs, and lower operational costs by integrating sorting at the point of donation. The material of the bins protects donations from theft and weather damage. The convenient location of the bins expands access and awareness, and the integrated marketing materials allow it to be a communication tool that highlights Recidar's mission. For donors, the transparency of the bins builds trust and creates efficiency. For facilitators, they demonstrate commitment to sustainability and positive social impact. For the end users, the bins directly support increased availability of better products at lower prices that can be found in safe environments. Overall, the donation bin solution provides value that fits with all three users, relieving various pain points and supporting gain creation for each unique user group (see **¡Error! No se encuentra el origen de la referencia.**).

3.5 Minimum Viable Product (MVP)

The development of the final MVP followed an agile product development approach which consisted of many iterative sprints, including feedback rounds and continuous prototyping. After the brainstorming session, the final solution of donation collection bins located at the Centrum and PUCP campuses in high-traffic areas, far from garbage disposal bins was selected. The process of developing the final MVP began with the initial donation bin prototype, which was a simple wooden bin labeled with Recidar's name and the instruction "donate here." (see **¡Error! No se encuentra el origen de la referencia.H1**). While basic, this prototype allowed for the gathering of feedback from stakeholders. Initially, feedback was intended to be gathered from end users only. However, it was quickly realized that this would be a mistake. By consulting all stakeholders, including the end users/customers, Recidar representatives, and Centrum/PUCP employees, feedback would be received from multiple viewpoints, allowing for the creation of a final product that satisfies all users.

It was not until the first feedback round that the Recidar donation bins located on the Centrum campus came to attention. As mentioned in section 3.2 above, it appeared as though this would be a major setback, meaning that the final solution would have to be reconsidered. However, after an analysis of the current bins, and then a discussion of the bins with Recidar and Centrum employees, it was determined that the current bins were highly ineffective for all parties involved. The project was then pivoted so that the solution would focus on adapting the bins at the Centrum campus to promote the collection of higher-quality donations, and to add these more effective bins to the PUCP main campus to increase donation volume. After developing this strategy to move forward, further feedback was considered about the first agile prototype collection bin. One of the key concerns with the first prototype, that was also found to be a concern with the collection bins on the Centrum campus, was the size of the opening where

donors would put the items. The concern raised was that larger openings in the donation bins made it appear as more of a waste disposal bin, allowing for people to put in unwanted items, and inviting opportunities for theft. Using this feedback, the second agile prototype was developed: a donation bin with a small opening that would allow for donations but not for large, unwanted waste items (see **¡Error! No se encuentra el origen de la referencia.H2**).

In the next round of feedback about the bin, Recidar employees highlighted that the bin must be low-cost, and therefore wooden materials may not be ideal. After looking into this further, it was also determined that wooden materials would not be ideal for clothing storage as wood is less weather-resistant than other materials. Alternative materials would also provide higher security to prevent theft. Lastly, potential donors identified that the bins should be constructed out of sustainable, reusable materials to support the overarching goals of Recidar. After further consultation with Recidar, it was determined that it would be a possibility for the company to reuse materials on-site to construct the bins. This led to the development of the third agile prototype (see **¡Error! No se encuentra el origen de la referencia.H3**). The materials used to create this bin would be sourced from Recidar's unused donations, and therefore would be low-cost, lightweight, durable, and non-damaging to the donations.

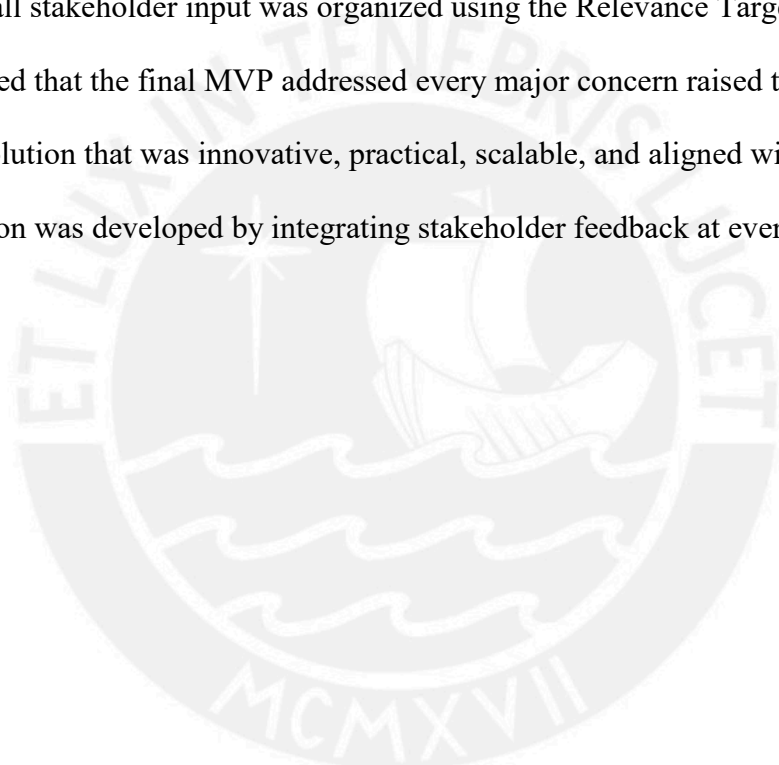
In the next sprint, during the feedback round, Recidar representative Rodrigo Nores explained how the bins are used by Recidar not just to collect donations, but also to build awareness of the company's mission. This feedback allowed for the identification of a missed opportunity to better market the brand and the company mission via the donation bin. Additionally, Recidar could use the space on the bin to better promote effective donation. Therefore, the bins were adapted to add marketing

materials which included instructions on what to donate, Recidar's cause, and information about Recidar's community impact, so that donors know not just what to donate, but also where their donations are going (see **¡Error! No se encuentra el origen de la referencia.H5**). This way, the bin became both a collection point and an awareness tool that encourages correct and timely donations, directly reducing work for Recidar. Adding marketing to the materials would be low-cost to Recidar, as they would not need to pay for rental space for advertisements, and would be in direct view of potential donors. The fourth prototype, with the marketing materials and donation instructions can be seen in **¡Error! No se encuentra el origen de la referencia.H4**.

Content with this prototype, another feedback round was conducted to collect any additional notes from stakeholders. An issue raised in this feedback round was the concerns regarding donation sorting. Recidar management highlighted how sorting through donations can be costly. Additionally, donations of different items such as shoes and clothes in the same area can cause damage to the different items, for example the shoes making the clothing dirtier. After speaking with Centrum representative Andrea Lazarte, the team learned that a technique for sorting waste currently used at the Centrum campus was the different bins for garbage, paper, and plastic waste. This strategy has helped the school to reduce sorting time and associated costs, and therefore improved recycling processes. Drawing on this technique, a final agile prototype for the Recidar donation bin was developed. This prototype featured two small openings, one clearly labeled for shoes, and one clearly labeled for clothing (see Appendix H6). These two categories were chosen based on initial visits to the Recidar store *Mi Bazar*, where the two key necessities for the end user were determined to be clothing and shoes, as these were the most commonly purchased items. This was also demonstrated in the user experience roadmap, where the end user, Rosa, was in need of new clothing for her son.

By having donors separate their donations into the two categories, they would have to more carefully consider what they are donating, therefore discouraging the donation of unwanted items. This would also reduce the time and costs related to donation sorting for Recidar, thereby reducing costs for the end users.

The final prototype was presented to stakeholders including Recidar staff, university representatives, and potential donors. Their feedback confirmed that the bin was feasible and aligned with Recidar's goals. To ensure that no feedback had been overlooked, all stakeholder input was organized using the Relevance Target Canvas. This confirmed that the final MVP addressed every major concern raised throughout the process. A solution that was innovative, practical, scalable, and aligned with Recidar's overall mission was developed by integrating stakeholder feedback at every stage.



Chapter IV. Business Model

4.1 “B” Canvas Business Model

The following chapter was developed using the B Business Model Canvas, which explicitly incorporates social and environmental purpose as the central axis in addition to financial viability (Della Mea, 2016). In contrast, the traditional Business Model Canvas focuses mainly on how a company creates, delivers, and captures financial value without necessarily considering social or ecological impacts (Interaction Design Foundation, 2025).

4.1.1 Current “B” Canvas Business Model

The current Recidar business model (Appendix J) aims to provide affordable goods such as clothing and shoes, among other items, so that families can enjoy a better quality of life, while promoting the circular economy by working under a model called 2S companies. This model engages companies and their employees to repurpose unused items, thereby reducing waste while providing affordable goods to vulnerable families. High poverty and inequality levels prevent many Peruvian families from having access to clothing and other necessities (World Bank, 2024).

Value creation

Recidar's value proposition is to recycle and clean used items so they can be sold at affordable prices to low-income individuals or families. Using sustainable practices, Recidar aims to improve the quality of life for low-income families in Peru while reducing the number of people who go to illegal markets, such as *la cachina*, and consequently reducing levels of inequality by making essential goods accessible to all. Therefore, Recidar's value chain includes partner institutions, such as H&M, which is currently one of its main donors. These donors recycle their items through campaigns and provide Recidar with additional stock. Recidar also offers services to communities,

such as hiring local employees and transitioning them from the informal to the formal sector. This reduces the informal market and maintains a skilled workforce. Finally, the end customer benefits from a safe shopping experience and access to affordable items.

Recidar's main activity is managing donations, which are sorted, repaired and recycled to extend their lifespan before resale at Mi Bazar. Another important activity related to Recidar's mission is marketing campaigns that raise awareness about the company's cause. Their education efforts emphasize the importance of the recycling process and its impact on the communities they support.

As mentioned above, regarding key resources, Recidar works with collected donations. To obtain them, Recidar also works with partner companies. Furthermore, some donations are repaired, and washing machines and other tools are used to add value. In terms of human resources, Recidar has 38 employees and 155 partner companies. Finally, for intellectual resources, Recidar has a B Corp certification, a sustainability seal, and high knowledge of the recycling process itself.

Value delivery

To make the whole process work, Recidar utilizes different channels, such as donations from companies, donations bins, donation campaigns, and its two physical storefronts. These channels have led to the establishment of relationships with customers, mostly low-income households in Lima, suppliers, facilitators and donors at different levels, creating a large community impact.

Value capture

In terms of cost structure, costs are based on logistics and supply chain expenses, warehouse and *Mi Bazar* operation expenses like maintenance, labor, training, and marketing expenses. Income streams, on the other hand, are directly related to *Mi Bazar*

sales, as well as financial and physical donations, grants, awards, and recognitions.

Finally, the impact metrics are based on the four SDGs mentioned in *Chapter I*.

4.1.2 Improved “B” Canvas Business Model

The expanded “B” Canvas Business Model (see Appendix K) incorporates all previous operations and impact metrics while leading to considerable improvements.

Value creation

Regarding the identified problem, it was determined that the donation inventory needs to increase to meet demand. It was also noted that sorting costs and time are high due to the low quality of donations. Additionally, Recidar relies heavily on a few major partners only and that the universities' desire to increase their sustainability and community impact presents an opportunity.

The purpose is to increase the quantity of donations so more people can benefit from them. Moreover, improving their quality would lead to less time and money spent on sanitizing, cleaning, or repairing them. Another goal is to raise awareness of Recidar’s mission and the importance of recycling and the circular economy in Peru.

Regarding key resources, a new prototype for collection bins was proposed. As detailed in 3.5, this prototype improves the bins' aesthetics and features while still taking the stakeholder’s requirements into account. Within the value chain, emphasis was placed on improving relationships with university partners, such as Centrum and PUCP, to obtain high-quality donations and making their sustainability efforts more visible. The proposed new locations of the collection bins on the Centrum and PUCP campuses were complemented by increased marketing campaigns and activities.

Value delivery

The value proposition improves the quality of donations, helping the company provide additional value to low-income communities. Partnering with Centrum and

PUCP universities expands the company's reach, ensuring that citizens in Lima have access to basic household necessities and clothing. Additionally, it improved the relationship with Centrum and PUCP by aligning with their sustainability goals and giving the universities an opportunity to support their community. Finally, it provided a hassle-free donation point for donors who did not know where to donate. Based on relationships, the proposal was to leverage existing relationships with Centrum and PUCP to strengthen partnerships and increase Recidar's visibility. In terms of channels, the goal was to implement donation bins on the PUCP and Centrum campuses and to incorporate marketing and informational elements into the bin designs. The goal was also to implement communication channels, such as WhatsApp and email, for facilitators. Since the proposal focuses on improving relationships with Centrum and PUCP, staff and students from these institutions would be considered donors.

Value capture

Regarding the cost structure, establishing a route on university campuses is expected to result in higher donations volumes at a low cost. More donations from campuses would consequently lead to increased sales and revenues. Additionally, using economies of scale, Recidar could reduce the cost per item, allowing the company to sell the items to end users at lower prices while keeping the same margins.

4.2 Financial Viability of the Business Model

Research shows that to combine profitability with a social mission, social enterprises must ensure decent financial results, which are required for long-term commercial viability (Singh et al., 2025). Recidar's profitability is primarily driven by stable consumer demand, low input costs, and strong business partnerships (Recidar, 2025a, 2025b). They allow the organization to operate without subsidies and to cover its recurring costs. As this report focuses solely on increasing donation quantity and will be

published publicly, no financial data of Recidar will appear in the following analysis. Instead, the focal point is the structural aspects of Recidar's financial viability.

Unlike conventional retailers, Recidar does not purchase the products it sells. The goods sold in their two *Mi Bazar* stores are donations from families, companies and other facilitators, which is a cost advantage compared to regular stores. As Recidar can avoid the high costs of self-producing or importing goods, their expenses mostly come from logistics, storage, and the repairing of damaged donated goods. Recidar's internal data shows that in the first half of 2025, family donations have risen by more than 30% compared to the year before (Recidar, 2025a), which is promising. Corporate donations also increased by more than 20% in the same timeframe (Recidar, 2025a).

On the demand side, Recidar is serving a very large customer base. In Peru, poverty and inequality are both very high. According to the World Bank (2024), 31.3% of people live below the poverty line of USD 6.85 per day. *Mi Bazar* allows these households to have access to affordable necessities like clothing. Surveys conducted by Recidar underline this: 94% of consumers say that shopping at *Mi Bazar* results in cost savings. Furthermore, over 80% are frequent purchasers living in the same districts as the store is located in (Recidar, 2025c). For Rosa, the archetypical *Mi Bazar* customer, the store provides affordable access to essentials in an environment she trusts. As the demand from households like Rosa's is therefore rather predictable, Recidar can expect a stable revenue and cover their recurring costs.

Finally, another crucial component of financial viability is corporate partnerships, particularly through their Empresas 2S sustainability program. These partnerships guarantee Recidar a steady flow of products and a quantifiable positive effect on the environment, for instance through diverting over one million items from landfills and mitigating over one thousand tons of CO₂ in 2024 (Recidar, 2024a). The

partner companies, on the other hand, gain access to quantifiable ESG indicators, a way of getting rid of their excess inventory, and tax deductions, as donations in Peru can be deducted from up to 10% of net taxable earnings (PwC, 2024). Since corporate partnerships are so central to Recidar's success, increasing donations through new and diversified collaborations, such as the improved partnership with Centrum and PUCP, must be a key focus.

4.3 Scalability/Exponentiality of the Business Model

While viability answers the question of survival, scalability and exponentiality answer the question of growth. In Recidar's case, scalability mainly comes from three factors: store replication, expansion of donations and the utilization of digital platforms (Bloom & Chatterji, 2009).

The model of Recidar's stores has already been replicated in practice. The first *Mi Bazar* opened in 2015, followed by a second store in Villa El Salvador in 2019 (Recidar, 2025c). Both have established themselves locally, as more than 80% of their customers live in the surrounding districts (Recidar, 2025b). This integration shows that the model is not dependent on a single location but can be replicated in other parts of Lima or in other cities with similar socioeconomic indicators. Given that Lima alone generates almost half of Peru's total waste, the replication opportunity is significant (Ministerio del Ambiente, 2024).

On the supply side, their Empresas 2S program grew steadily. In 2024, more than 460 corporate pickups were recorded compared to far fewer in the years before (Recidar, 2024b). The partnerships with international brands like Remondis show that the model is also relevant for global sustainability initiatives (Recidar, 2024). And while each new partner increases donations, visibility and legitimacy also rise. This creates a

cycle where additional companies with similar sustainability goals become aware of Recidar's mission and might decide to join, reinforcing the organization's scalability.

With the current global shift toward digitization, Recidar is tapping into this trend by using WhatsApp, Instagram, TikTok, and its website to connect with donors and customers. In 2025, one of its campaign videos reached over 100,000 views, an extraordinary engagement spike (Recidar, 2025b). This shows that Recidar is capable of using digital platforms effectively to increase its reach. Looking at this through a broader lens, the fashion e-commerce market in Peru generated USD 1.2 billion in 2024 and growth rates of 15 to 20% are expected for 2025 (ECDB, 2024). These figures show that Peruvian consumers are more and more comfortable with online purchases and Recidar can build even further on this regarding its donor base but also its sales.

Nevertheless, there are limits to Recidar's scalability. 40% of donations of textiles from partners cannot be reused and are sent directly to landfills (Recidar, 2025b). This inefficiency limits environmental and financial outcomes. Recidar could invest in improved processing capacity and explore partnerships with textile recyclers or downstream industries to be able to expand further.

4.4 Social Sustainability of the Business Model

While financial viability, scalability, and exponentiality are important, social sustainability cannot be ignored, as it is at the core of Recidar's mission. By providing affordable goods to low-income families, creating jobs, strengthening the community and reducing environmental harm, Recidar consistently creates value for their users, employees, communities, and the environment (Recidar, 2024a, 2024b).

According to Recidar's self-conducted surveys, 86% of customers state that shopping at *Mi Bazar* benefits their families by allowing them to save money for other essential needs like food or education (Recidar, 2024a). When compared to shopping

somewhere else, 94% of participants say that they feel like they save money (Recidar, 2025b). In a nation like Peru, where over 30% of the population still live in poverty, these survey results are particularly outstanding (World Bank, 2024). *Mi Bazar* also provides a safe substitute for unofficial marketplaces which cannot ensure hygienic conditions or security (Irons, 2022). Additionally, Recidar's positive influence becomes evident in the jobs it creates. Women made up 53% of Recidar's workforce in 2024 (Recidar, 2024a). According to Ramos Farroñán et al. (2024), recent studies on women-led social enterprises in Peru demonstrate that gender balance and female leadership enhance an organization's resilience and long-term viability. Concerning community building, 90% of customers say that *Mi Bazar* reinforces their sense of belonging (Recidar, 2024b). Recidar strengthens communities through workshops, events and awareness campaigns. These events turn the stores into gathering places for neighbors to socialize, exchange experiences, and take part in educational workshops.

Beyond the local level, Recidar's work has a strong connection to the UN Sustainable Development Goals. Their model supports SDG 10.2 about social and economic inclusion and SDG 1.4 about equal access to economic resources by providing low-income families with affordable goods (United Nations, 2015). SDG 8.3 regarding decent work and productive activities is supported by the creation of jobs, while SDG 11.6 regarding lessening the environmental impact of cities is supported by the reuse of donated goods and reducing waste (United Nations, 2015). These links demonstrate that Recidar's influence goes beyond the local level alone.

4.5 External Forces

4.5.1 Key Trends

Recidar faces external forces that affect their business both directly and indirectly. For example, regulatory frameworks moved toward stricter sustainability

requirements (TPC Group, 2024). Peruvian exporters to Europe must now comply with the Corporate Sustainability Reporting Directive, which forces companies to report environmental and social indicators (TPC Group, 2024). This can be an opportunity for Recidar to position itself positively as a partner that helps companies meet these requirements through donations and impact reporting (Recidar, 2025b).

Depending on who wins the upcoming elections in 2026, Recidar might be faced with further opportunities or challenges. If a center-right coalition performs well in the 2026 election, businesses might expect an emphasis on macroeconomic stability and pro-growth policies. Recidar then might have to rely more on voluntary sustainability efforts of companies but could also benefit from subsidies or tax incentives. A victory for a progressive party, who focus more on equity and environmental protection, might strengthen sustainability regulations, provide more direct support for social enterprises, and increase oversight of corporate supply chains. However, the outcome is very uncertain, as Peru has been facing institutional instability and very low government approval ratings over the past years, which complicates predictions about any possible future policies (FTI Consulting, 2025).

4.5.2 Market Forces

Recidar's main competitors are the informal markets, which dominate the resale of second-hand goods in Lima (Le Monde, 2024). The informal sector employs approximately 72% of Peru's workforce, which shows how ingrained it is in the Peruvian business context (Business at OECD, 2025). In order to be able to compete, Recidar has to continue to focus on its added value through formalization of the shopping experience. However, the switching costs for customers are low, which means they could return to informal markets easily if Recidar does not meet their expectations. Maintaining high standards of quality and accountability is therefore crucial for Recidar,

not only to retain customers but also to attract new partners to the expanding second-hand product market (Business at OECD, 2025).

4.5.3 Macroeconomic Forces

Despite stable GDP growth and interest rates, poverty and inequality in Peru remain high with a Gini coefficient of 40.7, which is slightly higher than the global average (OECD, 2025; World Bank, 2025). Institutional trust is further undermined by political instability because of scandals and corruption (Financial Times, 2025; Transparency International, 2024). Furthermore, many families' disposable income has decreased due to higher living costs, especially related to food and energy (Reuters, 2025). Peruvian women, who spend substantially more hours than men on unpaid work, are most affected by this (OECD, 2022). As most of Recidar's customers are mothers, the organization's role is therefore crucial (Guerrero et al., 2023). Their stores provide economic relief for families, empower women as the primary household decision-maker, and supporting circular economy practices.

4.5.4 Industry Forces

As described above, the industry competition is mostly informal markets in Lima, but also cheap imports and fast fashion (Grijalva, 2021). Potential new entrants, including NGOs and other social enterprises, could increase competition. Yet Recidar's numerous partnerships and established unique stores directly in the affected present an advantage. Additionally, the rising sustainability awareness might even allow Recidar to emphasize on the environmental benefits that their stores offer (European Investment Bank, 2023). Even if this is not a main concern for their end customers, this can attract new partnerships. Especially due to their current reliance on a few major partners, diversifying their partnerships should be a main goal and will help them to be more independent. This could also help tackle the challenge of textile waste (Recidar, 2025b).

Conclusions

This thesis set out to understand and respond to the relevant social problem faced by low-income families in Peru of the lack of safe, affordable, and dignified options for accessing clothing and household essentials. Many families rely on informal markets despite risks and compromises. Recidar's *Mi Bazar* stores offer a promising alternative, but face challenges of donation volume, quality, and efficiency.

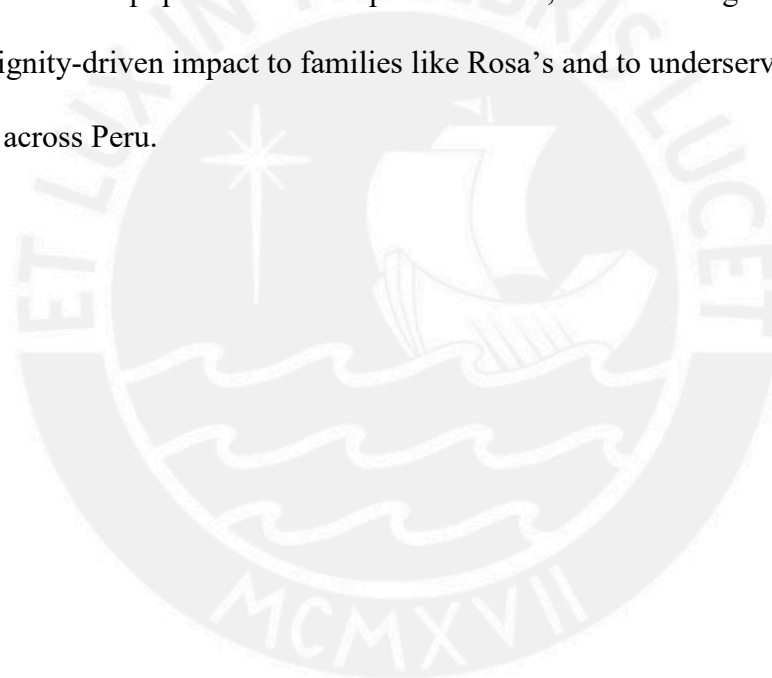
To address these gaps, a design thinking approach rooted in empathy was applied. User needs were mapped through secondary data, field observations, and staff briefings, with the archetype "Rosa" guiding the identification of affordability, dignity, and reliability as central needs. An iterative process of brainstorming, prototyping, and feedback was carried out, resulting in the development of a campus-ready donation bin as the most viable product.

The final prototype includes practical improvements including smaller openings to prevent misuse and theft, dual compartments for shoes and clothing were added to lower sorting costs, and integrated marketing materials were included to raise awareness and guide effective donations. These improvements were validated by university partners who supported placing the bins in high traffic areas. The use of low-cost, reusable materials and alignment with Recidar's existing operations confirmed the feasibility of the solution. The donation bin represents a step toward greater dignity and reliability for families who depend on Recidar by creating an opportunity for collaboration with universities, allowing them to contribute meaningfully to sustainability efforts while supporting vulnerable communities.

The significance of the work lies in its potential for growth. Many districts in Peru face similar challenges and the solution developed can be adapted to these communities, creating a wider network of support and enabling Recidar to expand its

impact. At the same time, the project aligns with the global efforts to build a more just and sustainable world. By increasing access to essential goods (SDG 1: No Poverty), supporting decent work through Recidar's operations (SDG 8), reducing inequality (SDG 10), and contributing to cleaner, more inclusive communities (SDG 11), this initiative connects local action to the broader objectives of the UN Sustainable Development Goals.

Finally, by reshaping Recidar's business model to include stronger partnerships with universities, diversified donation channels, and scalable design solutions, the recommended model equips Recidar to expand its reach, secure lasting sustainability, and deliver dignity-driven impact to families like Rosa's and to underserved communities across Peru.



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*Please note: The unpublished internal information of Recidar cited in this report can be found in the following drive folder:

<https://drive.google.com/drive/u/0/folders/1c6fuY8fq3k0uuWN6adeF9mVYgRbGdo17>.

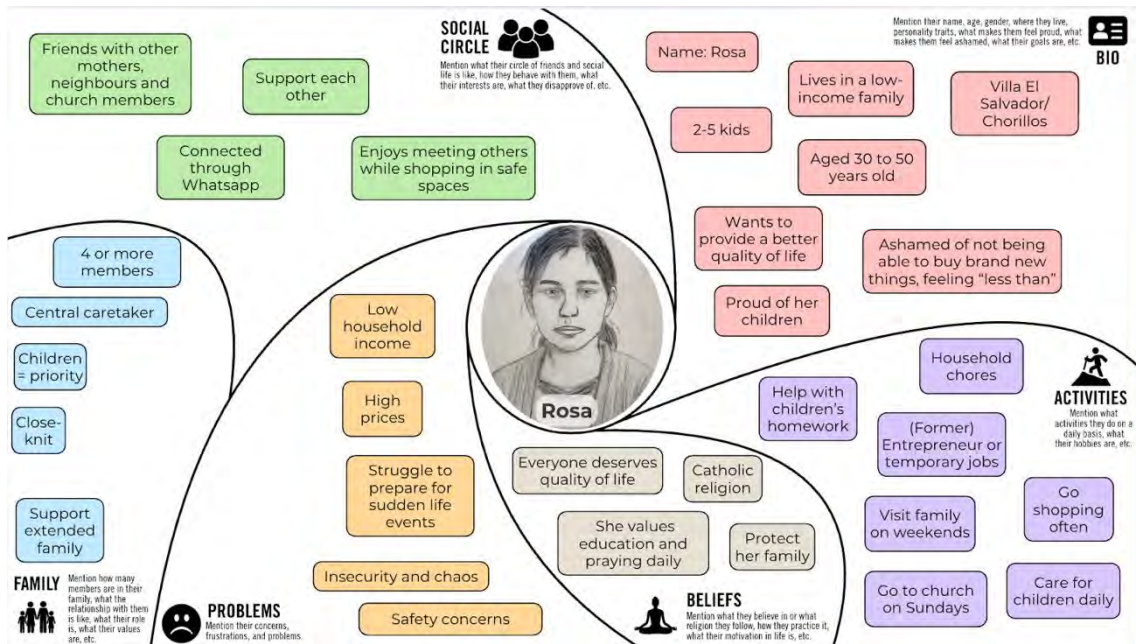
If access is not available, please contact **Rodrigo Nores** at rodrigo@recidar.pe.

Appendix

Appendix A: Interview Guide

1. What is your occupation?
2. How often do you visit *Mi Bazar*?
3. What type of products do you usually buy?
4. Who are the products for (personal use, family, resale, donation)?
5. What do you consider most important when choosing a product? (price, condition, brand, fashion)
6. How do you perceive the prices at *Mi Bazar*?
7. Are there any brands you prefer or recognize?
8. Is fashion or trend important in your purchase decision?
9. How would you rate the customer service?
10. Are you part of *Mi Bazar*'s WhatsApp groups? What do you think of them?
11. What do you think of the store?
12. Do you feel you save money when shopping here?
13. Do you feel safe inside and around the bazar?
14. Do you usually find what you are looking for?
15. Do you know other places to buy low-cost products?
16. Do you know where the products come from?
17. Do you think *Mi Bazar* has an impact on your community?
18. Do you think *Mi Bazar* contributes to environmental care?
19. Have you recommended *Mi Bazar* to others?

Appendix B: Archetype User “Rosa”



Appendix C: Brainstorming

Figure C1: Early Stages 6x6 Brainstorming Canvas

Brainstorming

BY
**Hannah E. Vaillant,
Blanca, and Sierra**














PROBLEM	GOALS
<p>Provide Recidar with a higher volume and larger variety of clothes and donors.</p>	<ul style="list-style-type: none"> Rosa needs to find what she is looking for when she arrives at Recidar because it is the safest and most affordable place to shop. Rosa needs to feel safe at Recidar because other options (like Cashinas) make her fear for her wellbeing. Rosa needs to afford the items because clothes are a basic necessity and she does not have a stable income. Rosa needs to save time when they go shopping because she is busy. Rosa needs to be close to the store because they need to save time and not spend money on transport. Rosa needs to have access to clothing that is clean and in good condition because her and her family's health and happiness is her top priority. Rosa has to meet her family's basic needs because her family is her top priority.
<p>How might we receive more clothes (variety, quantity, supplier variety) at Recidar?</p>	<p>How can we ensure that the clothes delivered are clean and of good quality?</p>
<p>How might we keep prices affordable without compromising quality for low-income families?</p>	<p>How might we make Recidar more accessible to Rosa without requiring long or costly travel?</p>
<p>How might we improve our donation process so more in-season clothes reach our warehouse?</p>	<p>How might we involve families in choosing or reserving the clothes they need most?</p>
<p>do pop-up donation boxes in popular places</p>  <p>work with universities, companies and more wealthy neighborhoods</p> <p>improve the value of the sustainability seals that Recidar gives out to encourage more donations</p> <p>work with private schools and universities</p>	<p>for private donations, give detailed instructions on what to donate and what to throw away (maybe through flyers, newsletters or forms of service that have to be accepted?)</p> <p>for companies, threaten their sales if discontinuity if they keep donating bad clothes and waste</p> <p>put up ads about what to donate and what impact a donation to Recidar could make</p>  <p>Charge donors a fee if garbage is mixed in with the clothes.</p> <p>bulk washing system, high volume of clothes means we can wash more at once, saving time and money. Economies of scale.</p> <p>Publicly shaming companies that give you garbage in second hand.</p> <p>quality check at the time of donation and maybe separating good quality and bad ones so that we add the bad ones together and create a mess.</p> <p>Partner with Fashion schools in Peru for volunteering hours for the students maybe</p>
<p>Partner with all the malls in Lima and surrounding areas</p> <p>Work with more suppliers.</p> <p>Start new initiatives of organizations, i.e. Reciclo donation bins at schools</p> <p>work with laundromats and other textile companies to redirect unused and uncleaned clothes</p> <p>seasonal donation campaigns</p> <p>use companies clothes and ask kids to design them for more variety</p> <p>make every TRICOM alum and student bring clothes to donate and they ask their own families</p> <p>when you are browsing ask someone in your suitcase at the airport if you want to jettison clothes</p> <p>Have discounts for buyers if they bring in old clothes too.</p> <p>Pay for non profits to bring you clothes.</p> <p>Ask for cash donations to the rich and use the money to buy clothes to bulk and maybe host an art workshop so that they can design their own clothes</p> <p>Recidar parties for university student for three clothes one free shirt</p> <p>Get shipments from Valle Village.</p> <p>Make clothes out of discarded items.</p> <p>Less haggles at the airport</p>	<p>open a new store/3rd location in a low-income neighborhood</p> <p>do pop-up stores in needy areas</p>  <p>Order delivery, like Uber or package shipping</p> <p>social markets campaign</p> <p>pop-up stores at children's school</p> <p>sell carts for carrying stuff</p> <p>Many 1000s of miles around the country that don't have the most highly desired items</p> <p>helicopter drop offs, drones/ amazon with the help whatsapp maybe or yaco</p>
<p>Encourage people at the beginning of summer/winter to donate their unused clothes through ads</p>  <p>Have specific partners for seasons (ie most brands)</p> <p>Seasonal donation events to encourage the donation of specific items</p> <p>Make a list of seasonal clothes into inventory clothes, sewing machines.</p> <p>coming soon posts on social media for the newest weather</p> <p>Cooperating with donors or free</p>	<p>Submitting requests for digital desired items online.</p> <p>Focusing on seasonal items (ie winter coats because seasons short in summer)</p>  <p>creating a digital magazine featuring the clothes they have in the warehouse before selling them</p> <p>introduce online tools/surveys to know the needs of families</p> <p>send out monthly/quarterly list to find out most demanded items</p> <p>link or instagram / whatsapp app</p>
<p>do pop-up donation boxes in popular places</p>  <p>work with universities, companies and more wealthy neighborhoods</p> <p>improve the value of the sustainability seals that Recidar gives out to encourage more donations</p> <p>work with private schools and universities</p> <p>Partner with all the malls in Lima and surrounding areas</p> <p>Work with more suppliers.</p> <p>Start new initiatives of organizations, i.e. Reciclo donation bins at schools</p> <p>work with laundromats and other textile companies to redirect unused and uncleaned clothes</p> <p>seasonal donation campaigns</p> <p>use companies clothes and ask kids to design them for more variety</p> <p>make every TRICOM alum and student bring clothes to donate and they ask their own families</p> <p>when you are browsing ask someone in your suitcase at the airport if you want to jettison clothes</p> <p>Have discounts for buyers if they bring in old clothes too.</p> <p>Pay for non profits to bring you clothes.</p> <p>Ask for cash donations to the rich and use the money to buy clothes to bulk and maybe host an art workshop so that they can design their own clothes</p> <p>Recidar parties for university student for three clothes one free shirt</p> <p>Get shipments from Valle Village.</p> <p>Make clothes out of discarded items.</p> <p>Less haggles at the airport</p>	<p>open a new store/3rd location in a low-income neighborhood</p> <p>do pop-up stores in needy areas</p>  <p>Order delivery, like Uber or package shipping</p> <p>social markets campaign</p> <p>pop-up stores at children's school</p> <p>sell carts for carrying stuff</p> <p>Many 1000s of miles around the country that don't have the most highly desired items</p> <p>helicopter drop offs, drones/ amazon with the help whatsapp maybe or yaco</p>

Figure C2: Completed and Refined 6x6 Brainstorming Canvas

1	2	3	4	5	6
How might we receive more clothes (variety, quantity, supplier variety) at Recidar?	How can we ensure that the clothes delivered are clean and of good quality?	How might we keep prices affordable without compromising quality for low-income families?	How might we make Recidar more accessible to Rosa without requiring long or costly travel?	How might we improve our donation process so more in-season clothes reach our warehouse?	How might we involve families in choosing or reserving the clothes they need most?
Reconsider working with govt.	Improved quality check at donation drop-off	Volunteering hours converted into reduced clothing prices	Pop-up stores in low-income areas	Summer/winter clothes from northern/southern partners	Online requests for specific items
Improve Recidar's sustainability seals to boost donations	Bulk washing: save time & cost (E.o.S.)	Discount slow-moving products	Open a third location in needy neighborhood	Seasonal partners such as coat brands	Digital magazine showing available stock
Partner with laundromats/textile firms for unused/unclaimed clothes	Partner with fashion schools for volunteering or work hours	Recalculate and improve margins	Delivery options or package shipping	Seasonal donation events to encourage suitable donations	Online tools and surveys for family needs
Work with universities, malls, companies, wealthy neighbourhoods	Donation ads: what to give and impact created	Cut storage time and inefficient processes to lower costs	Sell carts for carrying items	"Donate soon" posts on social media for the relevant weather	Monthly/quarterly demand checklists
					
Work with universities, malls, companies, laundromats, wealthy neighbourhoods	Detailed instructions on what to donate (flyers, newsletters, ads, ...)	Economies of scale, more volume = better margins	Open a third location in needy neighborhood	Encourage people at the beginning of seasons to donate unused clothes	Feedback boxes in the stores

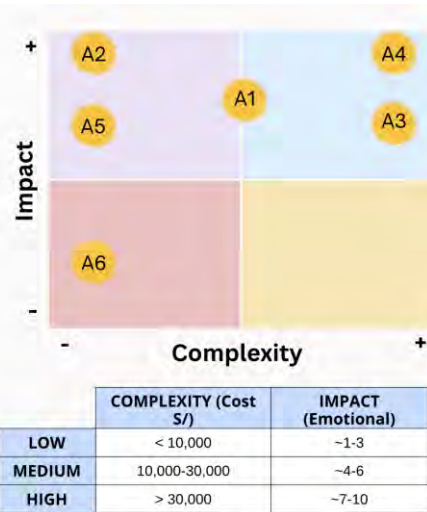
Provide Recidar with a higher volume and larger variety of clothes and donors.

- Rosa needs to find what she is looking for when she arrives at Recidar because it is the safest and most affordable place to shop.
- Rosa needs to feel safe at Recidar because other options (like Cachinas) make her fear for her wellbeing.
- Rosa needs to afford the items because clothes are a basic necessity and she does not have a stable income.
- Rosa needs to save time when they go shopping because she is busy.
- Rosa needs to be close to the store because they need to save time and not spend money on transport.
- Rosa needs to have access to clothing that is clean and in good condition because her and her family's health and happiness is her top priority.
- Rosa has to meet her family's basic needs because her family is her top priority.



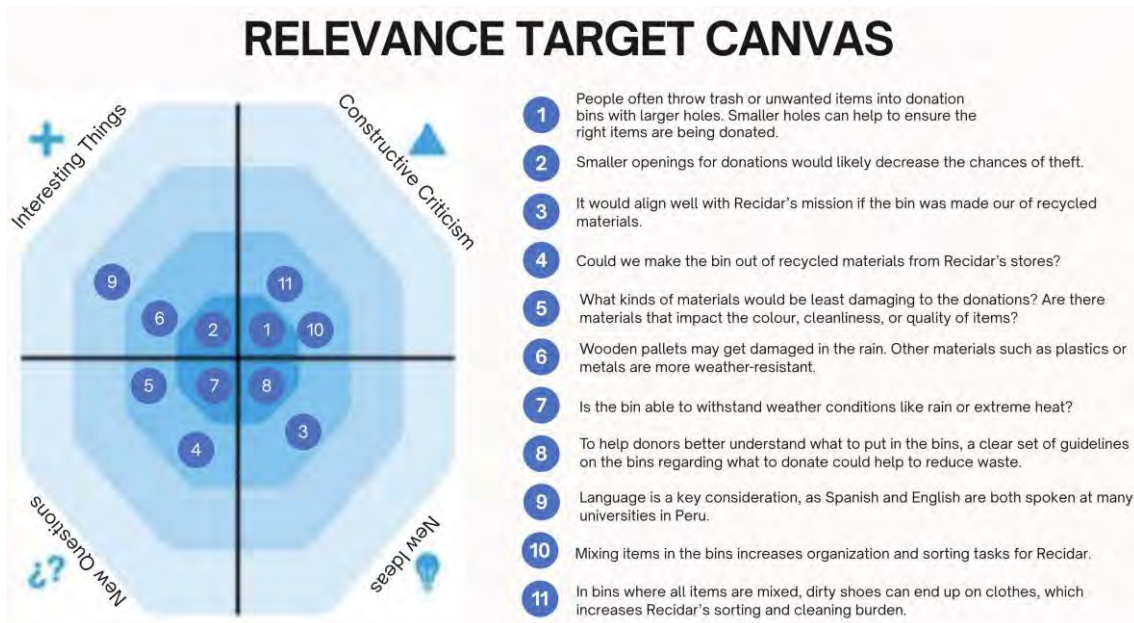
Appendix D: Cost vs Impact Matrix

Proposed Actions	Complexity of Implementation			Impact of the Action		
	Low	Medium	High	Low	Medium	High
A1: Work with universities, malls, companies and more wealthy neighbourhoods		✓				✓
A2: Put up ads about what to donate and what impact a donation to Recidar could make	✓					✓
A3: Economies of scale, more volume = better margins			✓			✓
A4: Open a new store/third location in a low-income neighbourhood			✓			✓
A5: Encourage people at the beginning of summer/winter to donate their unused clothes through ads	✓				✓	
A6: Install feedback boxes in the stores	✓			✓		

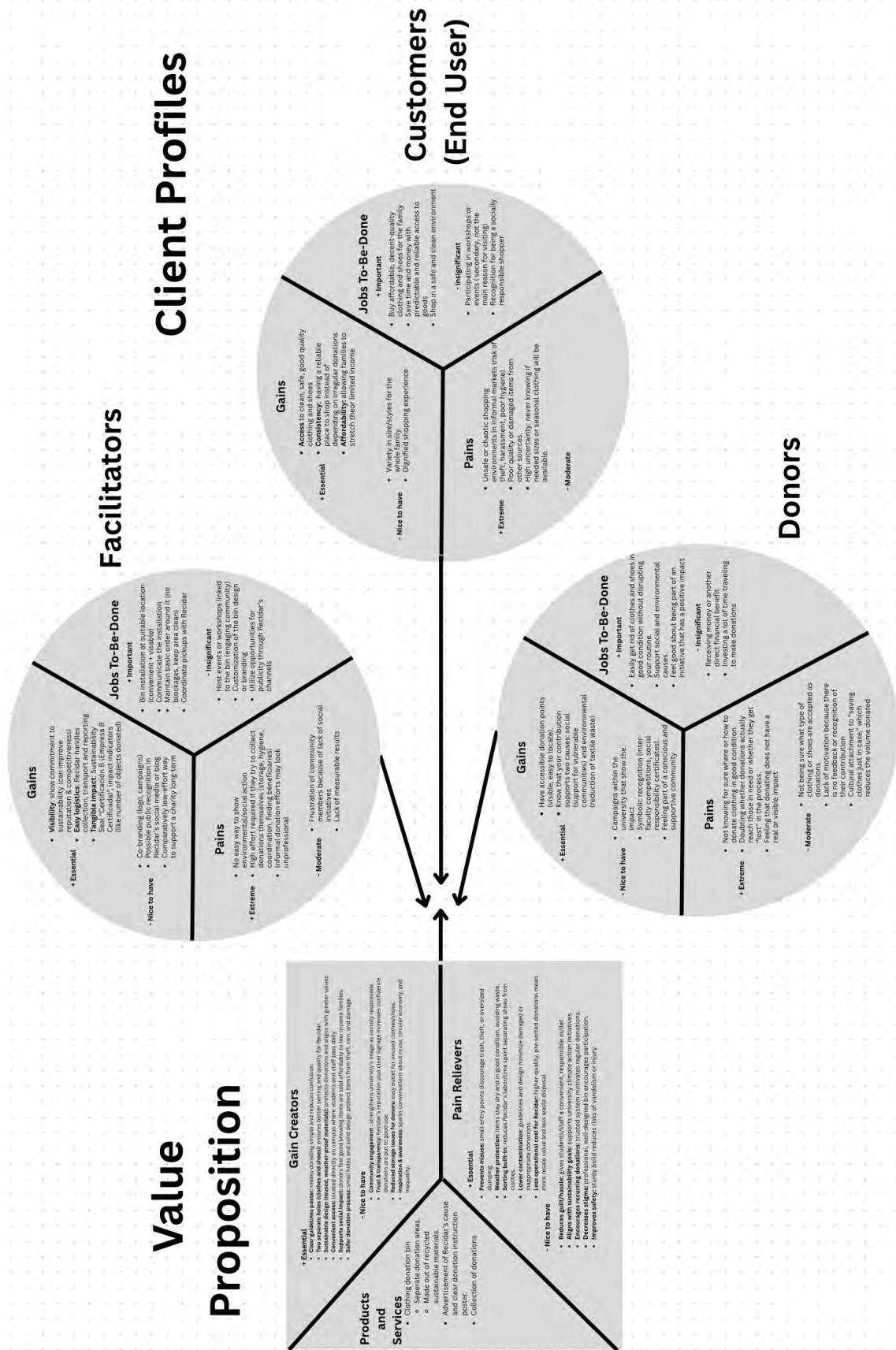


Appendix EE: Image of Existing Recidar Bins on Centrum Campus

Appendix F: Relevance Target Canvas



Appendix G: Value Proposition Canvas



Appendix H: Prototypes

Figure H1: Prototype 1



Figure H2: Prototype 2



Figure H3: Prototype 3**Figure H4: Prototype 4**

Figure H5: Informational Poster



Figure H6: Final Prototype



Appendix II: Campus Maps

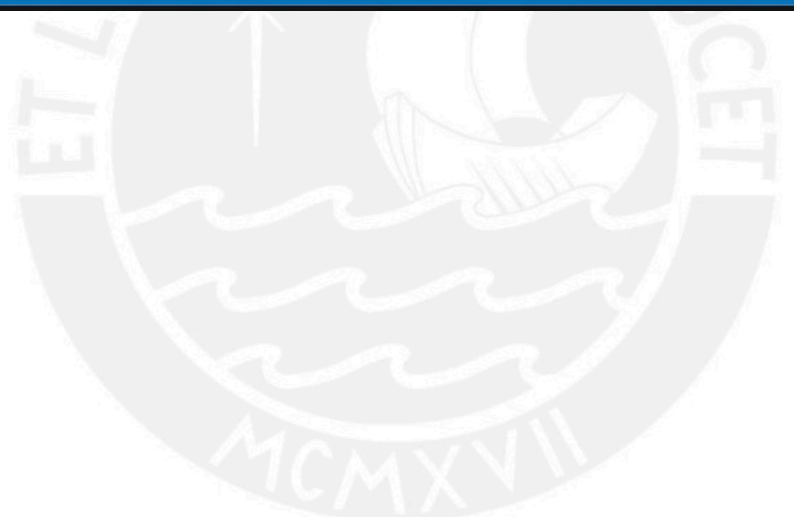
Figure I1: Centrum PUCP Campus Map 1



Figure I2: Centrum PUCP Campus Map 2



Figure I3: PUCP Campus Map



Appendix JJ: Current Recidar B Canvas Business Model

Recidar Original

<p>Value Chain</p> <ul style="list-style-type: none"> • Partner institutions (i.e. H&M) who provide donations and receive the sustainability seal and recognition. • Donors who are alleviated of their waste and provide stock for Recidar. • Communities who benefit from overall reductions in inequality. • Locally hired employees - providing training benefits communities through an increased number of skilled workers. • End customers who benefit from a safe and affordable shopping experience, and in turn financially support Recidar by making purchases. 	<p>Key Activities</p> <ul style="list-style-type: none"> • Collecting, sorting, and managing donations. • Recycling, cleaning, and repairing used items for reuse. • Operating the MI Bazar (sales, returns, managing inventory, etc.). • Marketing activities to spread awareness of the company and its cause. • Educating others on recycling importance and processes. <p>Key Resources</p> <ul style="list-style-type: none"> • Physical <ul style="list-style-type: none"> - Bazaar storefront. - Donations - Collection bins - Warehouse and stock - Collection vehicles - Washing machines and tools • Human <ul style="list-style-type: none"> - 38 employees - Partners - Donors • Intellectual <ul style="list-style-type: none"> - B Corp certification - Sustainability seal - Knowledge of recycling processes. 	<p>Identified Problem</p> <p>Poverty and inequality prevents low-income Peruvians from safely accessing clean and affordable clothing and basic necessities.</p> <p>Purpose</p> <ul style="list-style-type: none"> • Using sustainable practices to improve the quality of life in low-income areas of Peru. • Increase safety by reducing people's reliance on illegal markets. • Reduce the high levels of inequality in Peru by making clothing and artifacts more accessible to all. <p>Value Proposition</p> <p>Recycle used items, cleaning and sorting them to sell for affordable prices to low-income consumers.</p>	<p>Relationships</p> <ul style="list-style-type: none"> • Transactional relationships with normal customers. • Personal relationships built with repeat customers. • Large community involvement and impact. • Co-creation and mutually beneficial relationship with donors, suppliers, and partner companies. Value is created for both Recidar and these partners. <p>Channels</p> <ul style="list-style-type: none"> • Donation collection via company partners (i.e. H&M). • Donation bins located at various partner company locations. • Donation collection campaigns. • Physical Recidar storefront. 	<p>Segments</p> <ul style="list-style-type: none"> • Facilitators and partner organizations (i.e. H&M). • Customers (end users) • Low-income households in Lima and surrounding areas. • Donors
<p>Cost Structure</p> <ul style="list-style-type: none"> • Logistics and supply chain related costs (i.e. donation pick-up) • Bazaar and warehouse operative costs (rent, energy, maintenance, stock management) • Labour and training costs • Waste management costs (sorting, storing, and disposing of unusable products) • Marketing costs (not a major cost) 	<p>Impact Metrics</p> <p>SDG 14 - Equal rights to resources and services (No Poverty)</p> <ul style="list-style-type: none"> • Percentage of customers who report saving money when shopping at Recidar • Percentage of customers that come from local neighborhoods <p>SDG 8.3 - Promote decent work & inclusive growth</p> <ul style="list-style-type: none"> • Growth of donations (per families vs repeat families, vs new companies, vs repair companies) • Number of sustainability activities conducted (talks, trainings, workshops) <p>SDG 10.2 - Promote social & inclusive inclusion</p> <ul style="list-style-type: none"> • Percentage of customers from local neighborhoods (also relevant here, showing inclusion in Recidar's community) • Sustainability activities (talks, trainings, workshops) (community empowerment and inclusion) • Percentage growth in followers on social media platforms & accounts reached per year (through via awareness and engagement) <p>SDG 15 - Reduce environmental impact of cities (Waste & Co.)</p> <ul style="list-style-type: none"> • Kilograms of waste avoided • Kilos of CO₂ avoided 	<p>Income Streams</p> <ul style="list-style-type: none"> • Sales from the MI Bazar. • Financial and physical donations. • Grants, awards, and recognitions. 	<p>Cost Structure</p> <ul style="list-style-type: none"> • Logistics and supply chain related costs (i.e. donation pick-up) • Bazaar and warehouse operative costs (rent, energy, maintenance, stock management) • Labour and training costs • Waste management costs (sorting, storing, and disposing of unusable products) • Marketing costs (not a major cost) 	<p>Income Streams</p> <ul style="list-style-type: none"> • Sales from the MI Bazar. • Financial and physical donations. • Grants, awards, and recognitions.
<p>Designed For: RECIDAR</p>	<p>Designed by: Team 6 - Kyrian, Blanca, Hannah E, and Sierra</p>	<p>Date: Sept 02, 2025</p>	<h1>"B" Canvas Business Model</h1>	

Appendix KK: Recommended B Canvas Business Model for Recidar

Updated Canvas with our Ideas

<p>Value Chain</p> <ul style="list-style-type: none"> Partner institutions (i.e. H&M) who provide donations and receive the sustainability seal and recognition. University partners (Centrum and PUCP) who provide high-quality donations and provide an opportunity for Recidar to market its initiatives to students and staff. These partners in turn receive recognition for their sustainability and community impact efforts. Donors who are alleviated of their waste and provide stock for Recidar. Communities who benefit from overall reductions in inequality. Locally hired employees - providing training benefits communities through an increased number of skilled workers. End customers who benefit from a safe and affordable shopping experience, and in turn financially support Recidar by making purchases. 	<p>Key Activities</p> <ul style="list-style-type: none"> Collecting, sorting, and managing donations. Collecting donations from PUCP and Centrum Recycling, cleaning, and repairing used items for reuse. Operating the MI Bazar (sales, returns, managing inventory, etc.). Marketing activities to spread awareness of the company and its cause. Educating others on recycling importance and processes. Managing donation collection bins (creation, transportation, capacity, collection, cleaning, and repairment). Marketing activities via the university collection bin community. 	<p>Identified Problem</p> <ul style="list-style-type: none"> Poverty and inequality prevents low-income Peruvians from safely accessing clean and affordable clothing and basic necessities. Peruvians are unable to increase donation inventory to meet demand. Sorting costs and time are high at Recidar due to low-quality donations. Recidar relies heavily on few partners (i.e. H&M). Universities in Peru want to increase their impact. 	<p>Relationships</p> <ul style="list-style-type: none"> Transactional relationships with normal customers. Personal relationships built with repeat customers. Large community involvement and impact. Relationship with donors, suppliers, and partner companies. Value is created for both Recidar and these partners. Leveraging existing relationships with Centrum and PUCP to strengthen partnerships and increase Recidar's visibility. 	<p>Segments</p> <ul style="list-style-type: none"> Facilitators and partner organizations (i.e. H&M). Centrum PUCP campus PUCP campus Customers (end users) Low-income households in Lima and surrounding areas. Donors Staff and students
<p>Key Resources</p> <ul style="list-style-type: none"> Physical <ul style="list-style-type: none"> Bazaar storefront. Donation bins Collection bins PUCP and Centrum campus collection bins, tailored to the size and aesthetic needs of each Warehouse and stock Collection vehicles Washing machines and tools Marketing materials for posters and signs on the collection bins. Human <ul style="list-style-type: none"> Employees Partners Donors Investment Local identification Sustainability seal Knowledge of recycling processes. 	<p>Channels</p> <ul style="list-style-type: none"> Donation collection via company partners (i.e. H&M). Donation bins located at various partner company locations Donation bin located at the Centrum PUCP campus. Improved donation campaign at the Centrum PUCP campus. Physical Recidar storefront. Social media and marketing campaigns. Additional marketing and information added to the donation bin design. Poster marketing to reach donors and potential future facilitators. Email and Whatsapp to communicate with Facilitators 	<p>Value Proposition</p> <ul style="list-style-type: none"> Recycle used items, cleaning and sorting them to sell for affordable prices to low-income consumers. Provide value to rural Peruvian communities. Ensure that all people in Lima have access to basic household items. Increase sustainability of Centrum and PUCP campuses, giving them an opportunity to give back to the communities. Providing basic necessities to those who otherwise do not know where to make donations 	<p>Relationships</p> <ul style="list-style-type: none"> Transactional relationships with normal customers. Personal relationships built with repeat customers. Large community involvement and impact. Relationship with donors, suppliers, and partner companies. Value is created for both Recidar and these partners. Leveraging existing relationships with Centrum and PUCP to strengthen partnerships and increase Recidar's visibility. 	<p>Income Streams</p> <ul style="list-style-type: none"> Sales from the MI Bazar. Increased sales in this stream due to increased number of donations. Financial and physical donations. Additional donations from the university collection initiatives at PUCP and Centrum campuses. Grants, awards, and recognitions.
<p>Cost Structure</p> <ul style="list-style-type: none"> Logistics and supply chain related costs (i.e. donation pick-up) <ul style="list-style-type: none"> Donation pick up at Centrum and PUCP campuses. Bazaar and warehouse operative costs (rent, energy, maintenance, stock management) Labour and training costs Waste management costs (sorting, storing, and disposing of unusable products) Marketing costs (not a major cost) Collection bin: building, and transporting donation bin Higher donation volume with low collection cost leads to higher sales and therefore higher revenues. 	<p>Impact Metrics</p> <ul style="list-style-type: none"> SDG 8 - Economic growth and services (No Poverty) <ul style="list-style-type: none"> Percentage of customers who report saving money when shopping at Recidar Percentage of customers that come from local neighborhoods SDG 8.3 - Promote decent work & inclusive growth <ul style="list-style-type: none"> Yearly percentage growth of donations (new families vs repeat families vs new companies vs Number of new corporate partners per year (new vs repeat) Number of sustainability activities conducted (talks, trainings, workshops) SDG 10.2 - Promote social & economic inclusion <ul style="list-style-type: none"> Percentage of sustainability activities conducted in low-income neighborhoods Number of sustainability activities conducted in low-income neighborhoods (workshops) Percentage growth in followers on social media platforms & accounts reached per year (inclusion via awareness and engagement) SDG 11.6 - Reduce environmental impact of cities (waste & CO₂) <ul style="list-style-type: none"> Percentage of waste recycled Kilos of waste avoided <p>Our consultation aims to improve these metrics, but does not add new metrics.</p>	<p>Value Proposition</p> <ul style="list-style-type: none"> Recycle used items, cleaning and sorting them to sell for affordable prices to low-income consumers. Provide value to rural Peruvian communities. Ensure that all people in Lima have access to basic household items. Increase sustainability of Centrum and PUCP campuses, giving them an opportunity to give back to the communities. Providing basic necessities to those who otherwise do not know where to make donations 	<p>Relationships</p> <ul style="list-style-type: none"> Transactional relationships with normal customers. Personal relationships built with repeat customers. Large community involvement and impact. Relationship with donors, suppliers, and partner companies. Value is created for both Recidar and these partners. Leveraging existing relationships with Centrum and PUCP to strengthen partnerships and increase Recidar's visibility. 	<p>Income Streams</p> <ul style="list-style-type: none"> Sales from the MI Bazar. Increased sales in this stream due to increased number of donations. Financial and physical donations. Additional donations from the university collection initiatives at PUCP and Centrum campuses. Grants, awards, and recognitions.

“B” Canvas Business Model

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Designed for: RECIDAR