



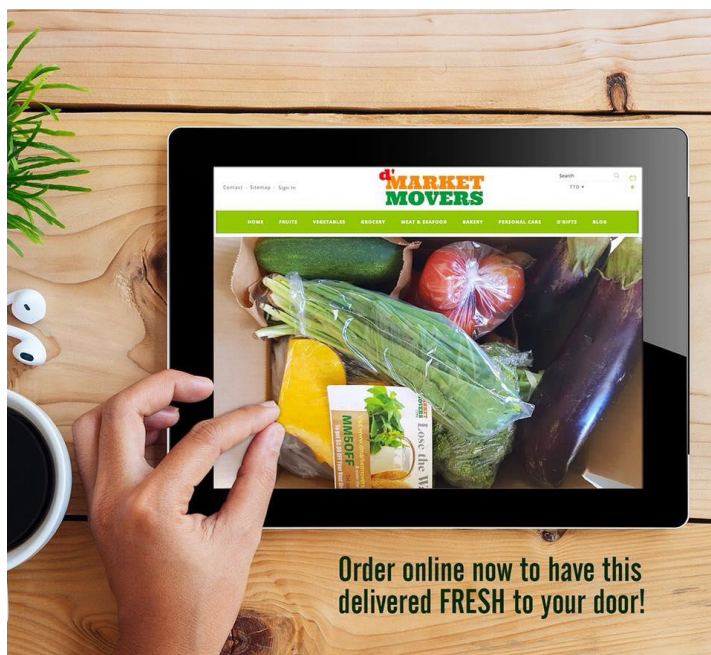
## d'Market Movers: A local green-blue enterprise in Trinidad and Tobago

2020

CASE STUDY #7: Local Green-Blue Enterprises in the Caribbean

This case study reflects findings of a process using CANARI's **Local Green-Blue Enterprise Radar**<sup>1</sup>. This is a tool to help local community small and micro-enterprises assess how they are delivering 'triple-bottom line' benefits (economic, environmental and social) and good governance, and what are possible areas for improvement. A focus group session is facilitated with members of the enterprise and they are asked to assess how they think the business is doing based on a set of indicators. Each indicator is discussed, and members agree on a ranking for each. The ranking for each indicator is placed on a spider diagram, which visually represents a snapshot of how the enterprise is delivering benefits. The rich discussion helps members of the enterprise work together to assess how they are doing and areas where they want to grow.

### Introduction to the enterprise



d'Market Movers is the first online distribution service for fresh local produce and products in Trinidad and Tobago. PHOTO COURTESY: d'MARKET MOVERS.

concept that underpins the company. d'Market Movers has established a network of farmers who are engaged in sustainable farming practices, such as using low or no synthetic chemical inputs and organic farming, through improved market access for healthier produce. d'Market Movers was awarded the EY Emerging Entrepreneur of the Year Award in 2016 at the Trinidad and Tobago Chamber of Industry and Commerce's Champions of Business Awards.

d'Market Movers Limited is the first online distribution company of fresh produce, meats, dairy and seafood to homes, offices and restaurants throughout Trinidad and Tobago. Founded in 2011 by David Thomas and Rachel Renie, and currently located in San Juan, Trinidad, the company focuses on re-creating the traditional Sunday market experience of buying fresh produce, meat and dairy as well as locally produced niche items such as artisan chocolates on their online platform and delivering directly to customers. The company is committed to sourcing and bringing healthy foods to their customers and has developed a workable and successful business model to achieve this.

Convenience and relationship-building are both part of the farm-to-table

<sup>1</sup> See here for more information on the Local Green-Blue Enterprises Radar and CANARI's work: <http://www.canari.org/programmes/issue-programmes/green-economy>

d'Market Movers continues to grow by adding new, innovative products and services. Over the past few years, they have extended the farm-to-table concept through the Our Moving Table dinner club which aims to showcase the best local produce and locally made products in an outdoor dining setting. d'Market Movers have also expanded into agro-processing and currently manufactures and sells frozen paw paw (papaya) and pineapple chunks through their Farm & Function brand. By paying attention to consumer feedback, the company maximises satisfaction whilst maintaining its core values of health, wellbeing and customer satisfaction.



d'Market Movers directly connects small farmers to consumers through their online platform and delivery service. PHOTO COURTESY: d'MARKET MOVERS.

## Economic benefits of the enterprise

d'Market Movers creates employment through their operations and activities such as paw paw (papaya) processing, management of their online platform and delivery services. The company also shares benefits amongst their farmers through opening up market access for healthier, low/no synthetic chemical produce and local niche products such as artisan chocolates, honey, coffee and other products. Many are small farmers who are engaged in sustainable farming practices and produce high-quality but perishable produce in rural areas of Trinidad and so were unable to get good prices at local markets.

middlemen but I realised that if we sold directly to the consumer, we could double or triple our profit margin.” To give farmers direct access to consumers, cut out the middlemen and increase producer income, the company launched an online marketing platform and therefore has been able to provide higher profits, a steady source of income and improve financial sustainability for their farmers. d'Market Movers now stands as one of the best examples of a successful agribusiness using ICTs in Trinidad and Tobago.

“I used to plant lettuce and sell at wholesale markets,” says d'Market Movers' co-founder, David Thomas. “We would normally sell to



Our Moving Table is a farm to table dinner club which connects customers to local farmers and artisans. PHOTO COURTESY: D'MARKET MOVERS.

d'Market Movers has also sought to increase their own financial sustainability through the creation of additional revenue streams such as Farm to Function, which is now a separate business and the recent launch of

MMDesign which provides specialised food packaging and design services. The operations and activities that d'Market Movers are involved in also build strong economic linkages between its farmers, consumers and the general public. Through the Our Moving Table dinner club, consumers and customers feel more connected to the local producers that supply the fresh produce and artisan products and are also encouraged to buy local produce and support small farmers. d'Market Movers also supports collective ownership and shareholding with their farmers. Although no structured arrangements are in place just yet, things are in the works, as the company continues to grow.

## Environmental benefits of the enterprise



Farm & Function is the only local frozen fruit product on the market and was developed and launched by d'Market Movers. The enterprise currently uses composting to reduce waste generated from the fruit processing activities for Farm & Function. PHOTO COURTESY: D'MARKET MOVERS.

d'Market Movers engages in good environmental management practices since their operations and activities generally minimise or avoid polluting the soil, air and water and conserve biodiversity. The farmers within their farmers network utilise low synthetic chemical inputs which indirectly supports reducing soil and water pollution. The company generally engages in good water conservation and waste management practices in their operations, such as processing of paw paw (papaya) for the Farm & Function brand. They have also started to collect waste products from paw paw processing to be sent for composting, which has reduced their water consumption and waste generation. In addition, the company has made arrangements with some local goat farmers to give them their paw paw waste.

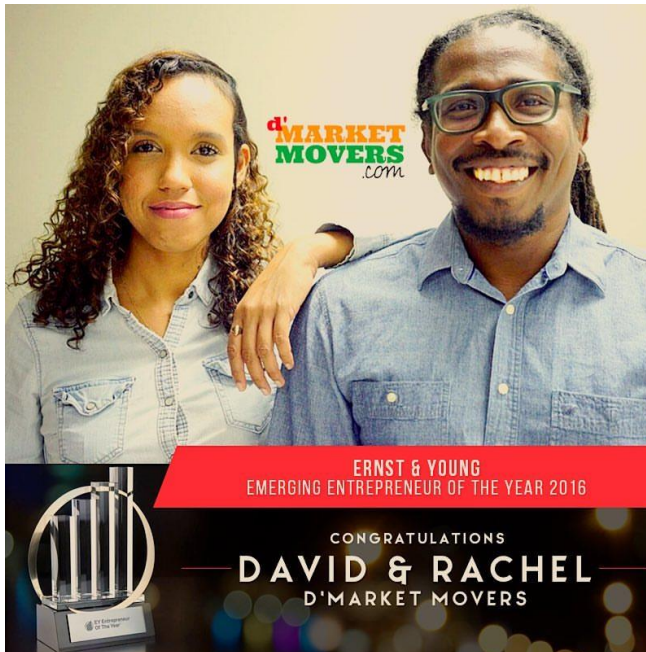
d'Market Movers also attempts to practice energy efficiency in their business operations. They are currently building a new blast freezer for processing which will be more energy efficient, they currently utilise compact fluorescent lightbulbs (CFL) for their warehouse lighting and they are looking into becoming more energy efficient and reducing

greenhouse gas (GHG) emissions for their deliveries by switching to compressed natural gas (CNG) fuel for their delivery vehicles.

## Social benefits of the enterprise

d'Market Movers strongly advocates for buying and supporting local since their focus is on connecting small farmers with customers for their locally grown, fresh produce. The company also gives opportunities to the marginalised through supporting rural farmers who produce high quality produce with low/no synthetic chemical inputs through the d'Market Movers farmers network. By interacting with each other and sharing the available market demand that is provided to them, the farmers are working together to be well-connected in the local marketplace.

The company also seeks to enhance capacity and empower their staff through training on everyday business operations so the business can run as smoothly as possible. d'Market Movers also builds capacity of their small farmers in their farmer network through sharing of knowledge and best practices to support sustainable farming practices such as low/no synthetic chemical farming and



Rachel Renie and David Thomas, co-founders of d'Market Movers were awarded the EY Emerging Entrepreneur of the Year Award in 2016. They have used their visibility and recognition to build partnerships to support young agri-entrepreneurs and small farmers. PHOTO COURTESY: D'MARKET MOVERS.

Entrepreneur Award and appearing on local entrepreneurship tv show, Planting Seeds, and by forming partnerships with key small business agencies and networks such as Youth Business Trinidad and Tobago (YBTT) and Global Entrepreneurship Week to support young agri-entrepreneurs and small farmers.

## Governance of the enterprise

d'Market Movers continues to positively build common vision amongst its staff, farmers, entrepreneurs and consumers on its core values of health, wellbeing and customer satisfaction through supporting local farmers and products and providing a platform for consumers to access healthy, pesticide-free produce. d'Market Movers is also very good at engaging with stakeholders and sharing knowledge on healthy nutrition, sustainable farming practices with their farmers and consumers through capacity building activities for their farmers and online through their social media platforms and website for consumers.

The company also utilises participatory decision-making in their management and operations. The founders noted that staff, farmers and consumers are encouraged to have a say in making decisions and providing feedback to improve d'Market Movers, which has helped to build trust and accountability amongst management, staff, farmers and consumers.

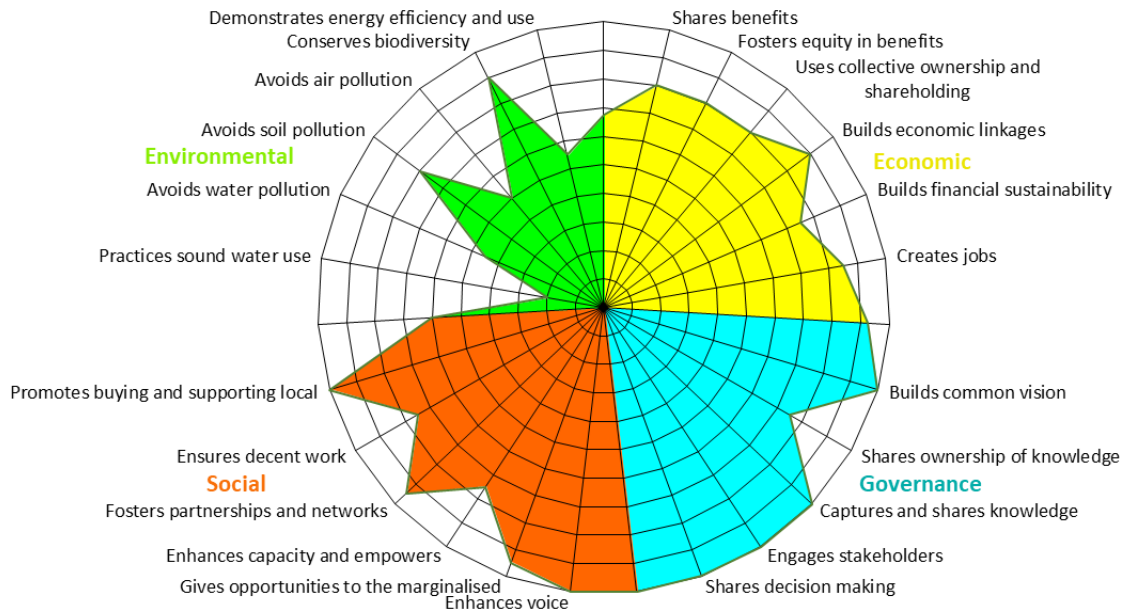
## Utilising the LGE Radar findings

CANARI facilitated LGE Radar sessions in 2017 and 2019 with d'Market Movers to assess any changes in environmental, social, economic and governance dimensions. The co-founders indicated that since doing the first Radar in 2017, they realised that although they were perceived as an 'environmentally friendly' enterprise by their consumers, their operations and processes could be

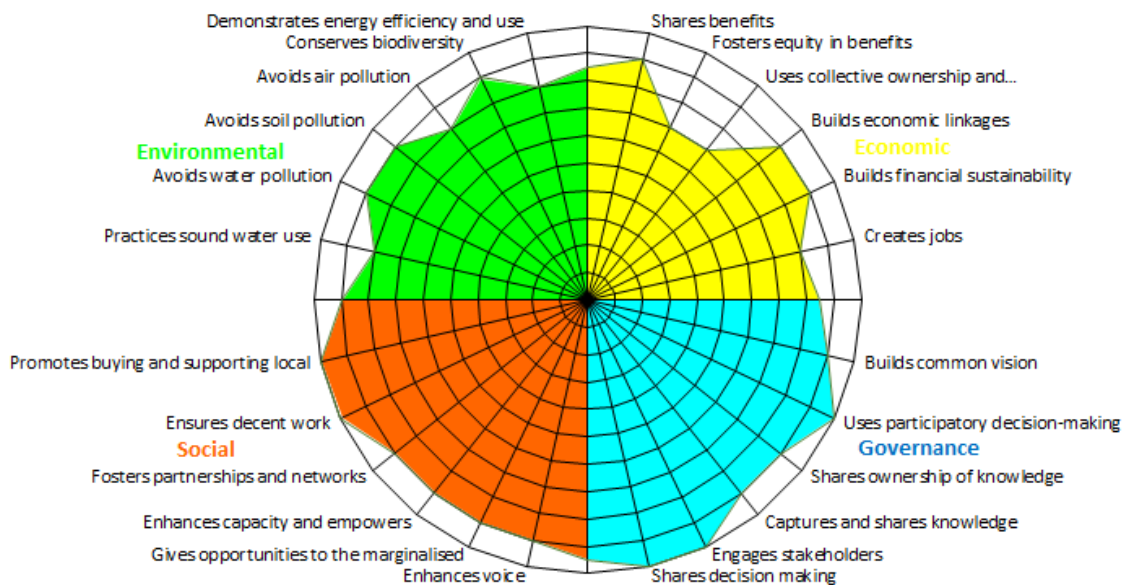
hydroponic farming. d'Market Movers also agrees that through their business operations, they are able to enhance the voice of small farmers and local entrepreneurs, particularly those who engage in sustainable farming and pesticide-free farming practices. Through MMDesign, the company indicated that they are able to advocate for more environmentally friendly packaging in the local food industry.

d'Market Movers strongly supports building partnerships and networks since its inception. Through its Farm & Function brand, the company has been able to secure partnerships with their small farmers to engage in contract farming for paw paw and pineapples to ensure a steady supply of produce and to minimise risk involved in depending on a sole supplier. The company has also maximised its visibility and recognition through winning the EY Young

improved, particularly in terms of waste management, water conservation and energy efficiency. As such, d’Market Movers has started implementing more environmentally sound practices such as composting of their paw paw waste and optimising their water use during processing and packaging of produce. By incorporating these small shifts in their operations and processes, d’Market Movers has become more environmentally friendly and scored higher in the environmental dimension as seen in the Radar for 2019.



## 2017



## 2019

The Radar for the d’Market Movers was developed by staff of the enterprise based on their self-assessments in 2017 and 2019. After doing the first radar, d’Market Movers identified that they needed to improve on their delivery of environmental indicators, particularly related to waste management, water use and conservation and energy efficiency. In 2019, the enterprise demonstrated marked improvement in these indicators due their implementing more environmentally friendly practices in their operations.

## A bright future ahead

d'Market Movers is achieving success as a local green-blue enterprise in Trinidad and Tobago by directly linking small farmers to consumers who want healthier, local foods while also promoting buying and supporting local through its online platform and direct delivery service as well as its innovative products and services such as Our Moving Table and Farm & Function.

The enterprise has identified a few key areas for improvement to help strengthen its impact in delivering economic, environmental and social co-benefits and good governance including:

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*“Doing the green-blue enterprise radar has allowed us to compare D Market Movers’ progress in meeting environmental, social and economic co-benefits over time. It is a powerful tool for a small business with environmental and social objectives.” David Thomas, Co-founder, D Market Movers*

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- becoming more energy efficient and fuel efficient, especially for their warehousing operations and delivery fleet;
- improving collective ownership and shareholding amongst farmers;

Overall, d'Market Movers is a sound example of what it means to be part of an inclusive, green and resilient economy. The enterprise has expanded its activities from the online platform and deliver service to the farm to table dinner club, Our Moving Table and through capacity building and knowledge sharing on sustainable farming practices to the small farmers who are part of their farmers network. These activities ensure that

d'Market Movers continues to advocate for healthier produce and support local products and services through different methods and to new stakeholders.



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European Union

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