

# **(RE)Bonjour!**

**by OPack**

Market and Strategy Report

---

March 2026

Nabil Triki, Bradley Nabors, Clément Bourcier, Maksim Shmelev, Pierre Di Cesare

## Table of Contents

---

1. Introduction .....	3
2. Executive Summary .....	5
3. Market Overview .....	6
4. Market Trends .....	8
5. Demand and Opportunity Analysis .....	10
6. Competitor Landscape .....	11
7. Pricing Analysis .....	14
8. Distribution and Go-to-Market Channels .....	19
9. Pain Point Analysis .....	20
10. Target Industries and Companies .....	21
11. Risks and Barriers to Entry .....	23
12. Conclusion .....	25
13. Recommendations .....	26
14. Appendices .....	27
15. Sources .....	32

# 1. Introduction

---

This report is a comprehensive market analysis for (RE)Bonjour! by OPack. OPack is a French startup based in the Nouvelle-Aquitaine region that has developed a Packaging-as-a-Service (PaaS) product designed for the B2B shipping market. (RE)Bonjour! is a two-piece reusable cardboard shipping system that can be used up to 20 times per unit. Clients manage the packets within their own supply chain, and OPack monitors usage and provides ongoing consumable replenishment based on QR code tracking data.

This document covers the market environment, competitive landscape, pricing structure, distribution strategy, and commercial recommendations. The primary focus is the French market, with Europe serving as the broader expansion horizon.

## 1.1 About (RE)Bonjour!

(RE)Bonjour! is OPack's reusable B2B shipping package. The product is a two-piece system:

- **The cardboard packet:** A reusable, sturdy cardboard shipping box available in customizable sizes. Each packet is designed to be reused up to 20 times before recycling. The packet carries a QR code that identifies it individually and tracks its usage cycle.
- **The paper slip:** A customizable paper band that wraps over the packet to seal and secure the contents. The slip bears the client's branding, delivery details, and security seal. After each delivery, the cardboard packet is retained by the client for reuse, but the paper slip is removed and recycled. A new slip is applied for each subsequent shipment.

The key specifications of the system are:

- **Material:** Reusable cardboard packet; recyclable paper slip per use
- **Lifecycle:** Cardboard packet rated for up to 20 uses; paper slip is single-use per delivery cycle and recycled after each use
- **Business model:** Two commercial models: a Subscription model (monthly recurring supply of packets and paper slips) and a Contract model (fixed-volume multi-year agreement for larger clients). No upfront capital outlay required.
- **Operational model:** Clients hold packets and slips within their own supply chain. OPack monitors usage through QR code scans and uses this data to generate CSR and EPR compliance reports, and to automatically trigger paper slip replenishment orders.
- **Customization:** Eventually full branding available on both the cardboard packet and the paper slip
- **Geography:** Based in Bordeaux, France; targeting B2B clients across France and expanding into Europe
- **Assembly:** To be assembled in France or cost effective European country with intention to self-manufacture at a later date; PePs label holder and 2025 Bernard Magrez Primeurs incubator award winner

## 1.2 How the Operational Cycle Works

The (RE)Bonjour! cycle operates as follows:

1. **Contract or subscription initiation:** A company enters into either a subscription or contract arrangement with OPack for a specified number of packets and paper slips. The quantities can be delivered all at once or released in batches over time so the client does not need to hold excess inventory.
2. **Client-managed supply chain:** From that point, the client holds the packets within its own supply chain. It applies a paper slip for each shipment and sends goods to its

customers or business partners. There is no requirement for any third-party postal return service; the packet stays within the client's network.

3. **QR tracking and reporting:** Every time a QR code is scanned, OPack captures the data. This allows OPack to monitor the path and usage frequency of each packet, generate certified CSR and EPR compliance reports for the client, and identify when paper slip replenishment is needed.
4. **Paper slip replenishment:** OPack supplies additional paper slips as requested by the client or proactively based on the usage data from the QR reports. Since the cardboard packet is retained by the client and reused in-house, there is no return logistics requirement for the packet itself until its end of life at which point it will be recycled through the client's normal process.

### 1.3 Why This Report Was Prepared

The packaging industry in Europe is going through a period of significant legal and commercial change. New regulations require businesses to shift away from single-use packaging toward reusable systems, carrying financial penalties for non-compliance. At the same time, the cost of single-use cardboard has been rising, and corporate buyers face growing pressure from stakeholders to reduce environmental impact. This report gives OPack a clear picture of the market it is entering, the competitors it will face, the customers it should target, and the strategies that will give it the best chance of success.

## 2. Executive Summary

---

Europe's packaging sector is undergoing a legally required transformation. The EU Packaging and Packaging Waste Regulation, known as the PPWR and formally Regulation EU 2025/40, entered into force in February 2025 and became fully applicable across all 27 EU member states in August 2026. It requires that at least 40% of transport packaging be reusable by 2030, rising to 70% by 2040. In France, the AGECE anti-waste law compounds this with a progressive packaging reuse target of 10% for companies with revenue above EUR 50 million by 2027. The French B2B Extended Producer Responsibility scheme, REP Emballages Professionnels, became operational in July 2026 and requires companies to pay a financial contribution for every unit of professional packaging they dispose of.

(RE)Bonjour! by OPack enters this market as the only current PaaS offering combining a reusable cardboard two-piece shipping system, a B2B focus, a client-managed supply chain model with QR-tracked compliance reporting, and ideally, French manufacturing. The global reusable packaging market was estimated at approximately EUR 115 billion in 2024 and is projected to reach EUR 162 billion by 2030 at a CAGR of 5.8%. Europe leads globally, representing approximately EUR 76 billion of the circular packaging market in 2025.

This report identifies seven priority sectors: pharmaceuticals, automotive aftermarket, electronics, luxury fashion, cosmetics and personal care, office supplies, and agriculture. Together these sectors represent an estimated Serviceable Obtainable Market of approximately EUR 113 million per year, with cosmetics at EUR 28 million and pharmaceuticals at EUR 24 million as the two largest opportunities.

The competitive landscape has shifted significantly. Hipli, which had been considered a comparable French reusable packaging provider, entered judicial liquidation in December 2025. This removes a key reference point in the market and underscores the importance of a financially sustainable, low-overhead operational model. OPack's client-managed supply chain approach, which keeps reverse logistics costs off OPack's balance sheet, is a structural advantage over models that require the provider to collect and refurbish assets.

On pricing, OPack's cost base of EUR 0.70 per packet and EUR 0.10 per paper slip provides a clear foundation for building margins. A subscription model with tiered monthly volumes and a contract model for larger clients allow OPack to serve the full spectrum of B2B buyers while maintaining financial sustainability.

## 3. Market Overview

---

### 3.1 The Reusable Packaging Sector

The reusable packaging sector is growing because of a combination of environmental pressure, regulatory change, and commercial interest. Businesses across Europe are moving away from single-use packaging toward systems where the same packaging can be used multiple times. This shift is driven by legal requirements, rising material costs, and corporate sustainability goals embedded in procurement processes.

Globally, the reusable packaging market was estimated at approximately EUR 115 billion in 2024 and is projected to reach EUR 162 billion by 2030, growing at a CAGR of approximately 5.8%. Europe is the leading regional market, accounting for roughly 33% of the global circular packaging total, with a value of approximately EUR 76 billion in 2025. Paper and cardboard dominate the circular packaging market by material share, at approximately 40%, due to their recyclability, familiarity, and affordability.

### 3.2 The French Market

France is one of the most active countries in Europe for reusable packaging infrastructure. In January 2025, the French government committed approximately EUR 200 million in capital spending on reuse infrastructure deployment. The country's well-established culture of extended producer responsibility and its growing CSRD reporting obligations strengthen the commercial case for reusable packaging in the French B2B market.

ADEME estimates France's domestic e-commerce market generates approximately 1 billion parcels per year. France's AGEC law requires companies above EUR 50 million in revenue to achieve 5% packaging reuse by 2023, rising to 6% by 2024, 7% by 2025, and 10% by 2027. The B2B EPR, operational from July 2026 under REP Emballages Professionnels, requires companies to declare volumes and pay a per-unit financial contribution for professional packaging disposal.

### 3.3 The European Market

The reusable and refillable packaging market is expanding across Europe. The European refillable and reusable packaging market is estimated at approximately EUR 36 billion in 2026, growing to approximately EUR 45 billion by 2031, representing a CAGR of about 4.87%. Germany leads with a deposit-return ecosystem processing approximately 3 billion containers per year and achieving a return rate of 98%. Poland is attracting approximately EUR 500 million in new reusable packaging infrastructure investment. Belgium has extended mandatory reuse obligations to e-commerce packaging.

For OPack, European expansion is a real opportunity that requires country-by-country client and distribution partner development. Germany, Belgium, and the Netherlands are the recommended first targets because they have the most developed reuse infrastructure and the strongest regulatory enforcement environments.

### 3.4 Market Size Summary

Market Segment	2025 Value (EUR)	2030 Projection (EUR)	CAGR
Global Reusable Packaging	~115 billion	162 billion	5.8%
Europe Circular Packaging	~76 billion	126+ billion	6.4%
Europe Refillable and Reusable Packaging	~36 billion	~45 billion	4.87%
France Reusable Transport Packaging	~3 billion	~6 billion	~5%

## 4. Market Trends

---

### 4.1 Regulatory Trend: The PPWR and the Shift to Mandatory Reuse

The single most powerful force shaping the packaging market in Europe is regulation. The PPWR entered into force on February 11, 2025, and applies across all 27 EU member states from August 12, 2026. It is directly binding in every member state.

- **40% reuse target for transport packaging by 2030:** At least 40% of transport and e-commerce packaging must be reusable by January 1, 2030, rising to 70% by 2040.
- **100% reusability for internal B2B logistics by 2030:** Packaging between different sites of the same company within the same EU member state must be fully within a reuse system.
- **Mandatory reusable option for e-commerce from 2030:** Online sellers must offer a reusable shipping option at checkout.
- **Non-compliance fines:** If not easily recyclable material could be fined for non-compliant packaging unit.
- **Digital labeling from 2026:** QR codes for packaging material identification become mandatory from August 2026. (RE)Bonjour!'s QR tracking already satisfies this.

### 4.2 French National Regulatory Framework

France's AGECE law has increasing reuse targets by company revenue, reaching 10% by 2027 for companies above EUR 50 million. The REP Emballages Professionnels, operational from July 2026, requires companies to declare professional packaging volumes and pay a per-unit financial contribution for disposal. France's National Low-Carbon Strategy frames procurement through a carbon-neutrality-by-2050 lens, making OPack's certifiable carbon reduction data commercially valuable.

### 4.3 Economic Trend: The Rising Cost of Single-Use Packaging

Eurostat data shows that domestic producer prices across European industry rose by 55.2% between January 2021 and the September 2022 peak. Container board prices nearly doubled relative to their 2020 levels at the 2022 peak. While prices moderated from that peak, the structural outlook for single-use cardboard remains challenging. Energy price volatility, PPWR compliance fees from August 2026, and growing EPR levy obligations mean the effective cost of the single-use status quo continues to rise. A fixed-fee PaaS model like (RE)Bonjour! offers clients price predictability that single-use cardboard cannot match.

### 4.4 Social and Corporate Trend: ESG as a Procurement Criterion

Sustainability has moved into procurement criteria at large European companies. The CSRD requires large and listed companies to publish auditable sustainability reports covering packaging waste and carbon emissions. A CSA survey from June 2025 found that 93% of French respondents said they were ready to return packages when a convenient system exists. For OPack's target B2B clients, the social and regulatory pressure is compounding: a pharmaceutical distributor or cosmetics company manages environmental expectations of customers, investors, employees, and regulators simultaneously. (RE)Bonjour!'s QR-generated CSR data addresses all of these at once.

### 4.5 Technological Trend: Digital Tracking as Standard Practice

Digital tracking is becoming standard in professional reusable packaging systems. The PPWR mandates harmonized digital labeling from August 2026. (RE)Bonjour! already incorporates QR code tracking on every packet, allowing individual identification and usage monitoring in real time. This is the foundation of OPack's compliance reporting service: when a client needs to

demonstrate to CSRD auditors that a defined percentage of their transport packaging was reused in a given period, OPack's tracking data provides that evidence automatically.

#### **4.6 Commercial Trend: PaaS as the Preferred Business Model**

The packaging market is shifting from asset ownership toward service models. In 2025, pooled rental platforms commanded over 62% of the reusable transport packaging market by revenue. The B2B segment leads PaaS adoption with approximately 62% of the packaging-as-a-service market share. OPack's model maps directly onto this preference. OPack's client-managed model goes one step further, reducing even the provider's own reverse logistics overhead.

#### **4.7 Market Signal: The Lessons of Hipli's Failure**

Hipli, the French reusable packaging startup that had been frequently cited as a comparable model, was placed in judicial liquidation by the Tribunal of Economic Activities of Le Havre in December 2025. Hipli had raised EUR 5 million as recently as June 2024 and had been chosen as an Amazon Sustainability Accelerator partner. Industry commentary from Packaging Europe points to a combination of a costly industrial model requiring heavy reverse logistics investment, an economic slowdown, and an uncertain regulatory environment as contributing factors.

This development is both a warning and a commercial signal for OPack. The warning is that high-overhead return logistics models are financially fragile in an environment where buyer adoption is still building. The signal is that the market gap for reusable B2B cardboard packaging is now even less contested. OPack's client-managed supply chain model, in which the client retains the asset and OPack's operational cost is limited to packet and slip supply and QR monitoring, is structurally less vulnerable than models that depend on high-frequency reverse logistics returns.

## 5. Demand and Opportunity Analysis

---

### 5.1 Market Sizing Framework

- **TAM (Total Addressable Market):** The total packaging spend across the seven priority sectors in France.
- **SAM (Serviceable Addressable Market):** The portion compatible with a reusable cardboard B2B PaaS model: secondary and transit outer packaging shipped to fixed professional destinations, excluding primary product packaging.
- **SOM (Serviceable Obtainable Market):** Realistic commercial capture in three to five years, modeled at 4% to 7% of SAM. The aggregate SOM across all seven priority sectors is approximately EUR 113 million per year.

### 5.2 Five Structural Demand Drivers

#### Driver 1: PPWR Compliance Urgency

Every B2B company shipping transport packaging in the EU faces binding legal obligations from August 2026. The 2030 reuse quotas are approaching, and companies that have not begun evaluating reusable packaging are already behind schedule. Switching packaging formats at large B2B shippers takes months of planning.

#### Driver 2: B2B EPR Cost Activation

The French REP Emballages Professionnels has introduced a direct financial cost for every single-use professional package disposed of in France since July 2026. This is a recurring cost on the status quo, not on (RE)Bonjour!. It increases every quarter that a company delays switching.

#### Driver 3: CSRD Reporting Demand

Large and listed companies must produce auditable sustainability data including packaging waste and carbon. OPack's QR tracking generates this automatically. Adopting (RE)Bonjour! simultaneously solves a packaging compliance problem and a reporting problem.

#### Driver 4: ESG Procurement Mandates

When a major buyer requires suppliers to use reusable packaging, every supplier in that network faces an immediate need. OPack's target sectors are characterized by supply chains with a small number of large buyers and many smaller suppliers, making this network effect powerful.

#### Driver 5: Raw Material Cost Volatility

The structural upward trend in corrugated cardboard costs strengthens the total-cost-of-ownership case for a fixed-fee reusable service. A client paying a predictable per-use fee eliminates exposure to cardboard commodity price spikes.

### 5.3 Buyer Readiness

Survey data from B2B procurement respondents shows a clear hierarchy: product protection and price are tied at 85.7% of respondents for first priority; environmental impact comes third at 71.4%. OPack must lead with performance and cost in its pitch sequence, not sustainability. Sustainability closes the deal; it does not open the door.

Return rate data from the European Reuse Barometer 2025 confirms the model is viable: 78% of reuse solutions surveyed reported return rates of 75% or higher. In B2B closed-loop contexts, where returns are professional contractual steps between business partners rather than consumer discretionary choices, rates are structurally higher. OPack's model, where the packet stays within the client's supply chain, makes this even more robust.

## 6. Competitor Landscape

### 6.1 Porter's Five Forces Analysis

Force	Assessment	Intensity
<b>Threat of New Entrants</b>	Barriers are moderate and rising. Large-scale production is capital intensive. Building a client distribution infrastructure, QR tracking system, and compliance reporting capability requires time and expertise. Regulatory knowledge is an additional barrier. OPack's first-mover position in the French B2B reusable cardboard PaaS niche, combined with a low-overhead client-managed model, provides a meaningful competitive window.	Moderate; rising
<b>Bargaining Power of Suppliers</b>	Primary inputs are cardboard, paper, and printing services. Cardboard is a widely available commodity with multiple European suppliers. Paper slip production is similarly competitive. Energy and pulp price volatility can create short-term cost pressure. Diversifying suppliers across European markets reduces this dependency.	Low to moderate
<b>Bargaining Power of Buyers</b>	Large B2B clients carry significant purchasing leverage and can demand customization and SLA commitments. However, PPWR compliance requirements reduce their optionality: they need credible reusable packaging providers. OPack can offset buyer power by embedding itself in clients' EPR and CSRD reporting workflows, making the service difficult to replace without disrupting regulatory compliance.	Moderate to high
<b>Threat of Substitutes</b>	Main substitutes: (1) single-use recyclable cardboard, increasingly expensive due to EPR levies; (2) reusable plastic packaging systems such as those from Pandobac or Schoeller Allibert, more durable but different use case; (3) in-house reusable packaging fleets, avoids service fees but requires significant internal capacity. As PPWR tightens, single-use substitutes face rising legal and financial constraints.	Moderate; declining
<b>Competitive Rivalry</b>	At the intersection of cardboard material, PaaS model, B2B focus, and a client-managed supply chain model in France, competitive rivalry is currently low. Hipli, a former comparator, entered judicial liquidation in December 2025. Pandobac focuses on reusable plastic crates for food supply chains. RePack targets B2C fashion with plastic mailers. OPack's specific niche is currently without a direct, scaled competitor.	Low to moderate in niche

## 6.2 Competitive Landscape Mapping

Company	Model	Geography	Relevance and Key Differentiator	Threat to OPack	Material
<b>Smurfit WestRock</b>	Manufacture and sell	Global; 40+ countries	World's largest paper packaging company after the 2024 merger. Offers recyclable but not closed-loop reusable B2B packaging. Has scale to pivot quickly if it sees the PaaS market as attractive.	Medium	Cardboard
<b>DS Smith (Intl. Paper)</b>	Manufacture; circular design	Europe; North America	Ran reuse pilot projects by 2025. Acquired by International Paper in January 2025. Focused on recyclability rather than closed-loop PaaS systems.	Medium-High	Cardboard
<b>Pandobac</b>	PaaS; reusable crate rental with washing and tracking	France; Ile-de-France focus; expanding	French B2B reusable packaging provider. Offers reusable plastic crates on a monthly rental fee to food wholesalers and industrial clients. Includes washing service and web tracking application. Attended Prod and Pack 2025 and Reuse Economy Expo 2025. Similar B2B ethos to OPack but in plastic crates for food supply chains, not cardboard shipping packets.	Medium	Plastic crates
<b>Schoeller Allibert</b>	Manufacture and rental pooling	Europe-wide	Strong pooling model for plastic crates. IoT SmartLink tracking deployed across Germany, France, and the Netherlands. Different material and industrial use case from OPack.	Low	Plastic
<b>ORBIS / Brambles (CHEP)</b>	Asset pooling	Global	CHEP is the world's leading pallet pooling business. Establishes PaaS as an accepted procurement model for transport packaging. Very different product category from (RE)Bonjour!.	Low direct	Plastic
<b>Hipli (ceased operations)</b>	PaaS (liquidated December 2025)	France; former 8 EU countries	French startup that had operated a PaaS model for plastic reusable mailers. Entered judicial liquidation on December 5, 2025. Had 350+ brand clients and 1 million packages in circulation before liquidation. Relevant as a market reference and cautionary lesson on high-overhead reverse logistics models.	No longer active	Plastic (ceased)
<b>RePack</b>	PaaS and B2B rental	Nordic countries; UK; expanding EU	Reusable plastic mailers for fashion e-commerce. B2C focus with a B2B internal loop option. Not designed for B2B cardboard box replacement.	Low-Medium	Plastic

Company	Model	Geography	Relevance and Key Differentiator	Threat to OPack	Material
<b>In-house solutions</b>	Client self-managed	Variable	Large operators such as Amazon and Zalando may develop proprietary reusable packaging systems. Avoids service fees but requires significant capital and operational capacity.	Medium-High	Various

### 6.3 OPack's Competitive Position

(RE)Bonjour! occupies a position in the market that no current scaled competitor matches. Its combination of a reusable cardboard two-piece system, a PaaS delivery model, B2B focus, client-managed supply chain, and QR-tracked compliance reporting is unique in France and, to the best of current knowledge, in Europe. The nearest B2B reusable packaging provider in France, Pandobac, focuses on plastic crates for food supply chains, a fundamentally different use case.

Hipli's liquidation in December 2025 is a significant market signal. Hipli's model required the provider to collect and refurbish assets through a postal return system, creating a high-cost reverse logistics operation. (RE)Bonjour!'s client-managed model eliminates this structural vulnerability. The client holds the asset; OPack's costs are limited to manufacturing, slip supply, and QR monitoring. This is a more defensible cost structure.

The key competitive risk is not from existing players but from the market's growing attractiveness drawing in Smurfit WestRock and DS Smith, both of which have the scale to build competing PaaS services. OPack's defensive strategy must focus on: (1) locking in early multi-year contracts with embedded compliance reporting; (2) building brand recognition and client reference cases in Nouvelle-Aquitaine before national expansion; and (3) establishing credible distribution partnerships before larger players can replicate the model.

## 7. Pricing Analysis

---

### 7.1 OPack's Cost Structure

Understanding OPack's cost base is fundamental to building a sustainable pricing strategy. The two main unit costs are:

- **Cardboard packet:** EUR 0.70 per unit. Each packet is reused up to 20 times, giving an amortized packet cost of approximately EUR 0.035 per delivery cycle.
- **Paper slip:** EUR 0.10 per slip. The paper slip is consumed once per delivery cycle and recycled. This is the primary recurring consumable cost.

The total OPack direct cost per delivery cycle is therefore approximately EUR 0.135 when the packet cost is fully amortized over 20 uses (EUR 0.035 amortized packet + EUR 0.10 slip). In early cycles before full amortization, the effective cost is higher. For pricing and margin analysis, a blended cost-per-use figure of approximately EUR 0.20 to EUR 0.25 (including a modest allowance for QR monitoring, reporting, and administration) provides a conservative planning baseline.

This cost structure provides significant pricing flexibility. Even at the most competitive pricing tier, (RE)Bonjour! can maintain healthy margins while remaining well below the effective cost of single-use cardboard once PPWR compliance levies are included, assuming the packets reach their ideal usages by being handled carefully. This could potentially be encouraged by charging extra fees if the client exceeds their expected usage and discounts if they are under.

### 7.2 Pricing Model Structure

OPack should offer two distinct commercial models to serve the full range of B2B clients:

#### **Model A: Subscription**

The Subscription model is designed for companies that want flexible, recurring access to packets and paper slips without a long-term commitment to specific volumes. It operates on a monthly basis with tiered pricing that rewards higher volumes. Clients receive a regular delivery of packets and paper slips each month, and can adjust their quantity within tier thresholds. OPack monitors usage through QR scans and automatically triggers replenishment. The subscription model is ideal for small and mid-market companies and for clients trialing the system before committing to a contract.

#### **Model B: Contract**

The Contract model is designed for larger clients committing to defined volumes over a fixed period (typically 12, but maybe up to 36 months). Volume commitments may be delivered in full upfront or staggered over time so that clients do not need to hold large inventory. The contract model allows OPack to plan production runs efficiently and offer the most competitive per-unit pricing. It is the appropriate model for enterprise clients and for anchor clients who require guaranteed supply and dedicated account management. All contract pricing includes packet delivery, paper slip supply, QR monitoring, and CSR and EPR compliance reporting.

### 7.3 Recommended Pricing Architecture

Model and Tier	Monthly Volume (Slips)	Est. Price Per Use (EUR)	Est. Monthly Revenue	Positioning
<b>Subscription: Starter</b>	Up to 200 slips/month	<b>EUR 2.00 to 2.50</b>	EUR 400 to 500	SMEs; trial and compliance entry
<b>Subscription: Growth</b>	201 to 1,000 slips/month	<b>EUR 1.50 to 2.00</b>	EUR 300 to 2,000	Core recurring revenue; mid-market
<b>Subscription: Professional</b>	1,001 to 3,000 slips/month	<b>EUR 1.20 to 1.50</b>	EUR 1,200 to 4,500	Active shippers; compliance-led buyers
<b>Contract: Standard</b>	3,001 to 10,000 slips/month	<b>EUR 1.00 to 1.20</b>	EUR 3,000 to 12,000	Larger mid-market; 12-month minimum
<b>Contract: Enterprise</b>	<b>10,000+ slips/month</b>	<b>EUR 0.80 to 1.00</b>	<b>EUR 8,000+</b>	<b>Strategic anchor clients; negotiated</b>

**Pricing rationale:** At the Enterprise tier, EUR 0.80 to EUR 1.00 per use represents approximately four to five times OPack's direct unit cost (EUR 0.135 to EUR 0.20 amortized), providing a healthy margin while remaining significantly cheaper than single-use alternatives once PPWR compliance costs are included. At the Starter tier, EUR 2.00 to EUR 2.50 per use reflects higher per-unit overhead at low volume while still offering clients a compliant solution with compliance reporting included.

## 7.4 Competitor Pricing Overview

Player	Pricing Model	Material	Est. Price Per Use (EUR)	Reuse Cycles	Primary Target Market
<b>Single-Use Cardboard (baseline)</b>	Purchase per unit	Corrugated cardboard	<b>EUR 0.75 to 3.50</b>	1; no reuse	All B2B and B2C
<b>Pandobac</b>	Monthly rental fee (PaaS)	Plastic crates	<b>Est. EUR 0.30 to 0.80 per use</b>	40+ rotations	B2B food wholesale; fresh produce delivery in France
<b>RePack</b>	PaaS plus B2B rental	Plastic (woven PP)	<b>EUR 2.00 to 4.00</b>	20 or more	B2C fashion e-commerce; B2B internal logistics
<b>CHEP (Brambles)</b>	Asset pooling and rental	Wood and plastic pallets	<b>EUR 3.00 to 12.00</b>	50 to 200+ trips	B2B industrial; FMCG; retail supply chain
<b>IFCO Systems</b>	Rental per trip	Plastic crates	<b>EUR 0.30 to 0.80</b>	50 or more	B2B fresh food; grocery; agriculture
<b>Hipli (liquidated Dec 2025)</b>	PaaS (ceased)	Plastic (PP)	<i>EUR 1.50 to 3.00 (historical)</i>	Up to 100	B2C e-commerce; fashion; cosmetics (ceased operations)
<b>(RE)Bonjour! by OPack (est.)</b>	Subscription or contract	<b>Reusable cardboard + paper slip</b>	<b>EUR 0.80 to 2.50 (tiered)</b>	<b>Up to 20</b>	<b>B2B shippers; manufacturers; distributors in France and EU</b>

## 7.5 Total Cost of Ownership: 1,000 Shipments Over 12 Months

The following table models the total cost of ownership (TCO) for a representative B2B client sending 1,000 medium-sized shipments per year. Key assumptions: single-use cost EUR 1.50 per box (mid-range bulk B2B); (RE)Bonjour! at EUR 1.80 per use in the Subscription Growth tier; PPWR compliance levy exposure modeled at EUR 0.50 to EUR 2.00 per non-compliant unit.

Cost Element	Single-Use Cardboard	RePack (PaaS, B2B)	(RE)Bonjour! OPack (est.)
<b>Base packaging cost (1,000 units)</b>	EUR 1,500 at EUR 1.50/unit	EUR 2,500 at EUR 2.50/use	<b>EUR 1,800 at EUR 1.80/use</b>
<b>Paper slip cost (1,000 slips)</b>	Included in single-use box price	Included in RePack fee	<b>Included in OPack fee</b>
<b>Return logistics cost</b>	None; client disposes	Included in RePack fee	<b>None required: client manages packet in own supply chain</b>
<b>EPR and compliance levy from Aug 2026</b>	Est. EUR 100 to 500+; at EUR 0.50 to 2.00 per non-compliant unit	EUR 0; compliant	<b>EUR 0; compliant</b>
<b>CSR and EPR compliance reporting</b>	Manual or third-party cost	Not included as standard	<b>Included; auto-generated from QR data</b>
<b>Total estimated annual cost</b>	<b>EUR 1,600 to 2,500 (incl. EPR exposure)</b>	<b>EUR 2,500 to 2,775</b>	<b>EUR 1,800 to 1,899; no EPR risk</b>
<b>Effective cost per shipment</b>	<b>EUR 1.60 to 2.50</b>	<b>EUR 2.50 to 2.78</b>	<b>EUR 1.80 to 1.90</b>

**Key insight:** When PPWR EPR compliance costs are included from August 2026, single-use cardboard is no longer the cheapest option at most volumes. (RE)Bonjour! at an estimated EUR 1,800 to EUR 1,899 all-in for 1,000 shipments eliminates compliance risk entirely. Unlike competing models, it also requires no reverse logistics cost from either OPack or the client, since the packet remains within the client's supply chain.

## 7.6 Key Pricing Strategy Implications

- **Establish the subscription model as the entry point:** The Starter and Growth subscription tiers reduce friction for new clients. A client paying EUR 2.00 per use per month can scale into the Growth or Professional tier as volume increases, with no contract commitment required initially.
- **Use the contract model to secure anchor clients:** For larger clients committing to substantial annual volumes, contract pricing at EUR 0.80 to EUR 1.20 per use provides a strong commercial incentive. Multi-year contracts with embedded compliance reporting create significant switching costs and predictable revenue for OPack.
- **Use PPWR compliance as the price anchor:** A client sending 5,000 B2B shipments per year in single-use transport boxes could face PPWR levies of EUR 2,500 to EUR 10,000. OPack's Growth subscription pricing (approximately EUR 7,500 to EUR 10,000 total for 5,000 uses) eliminates this risk entirely and makes the comparison straightforward.

- **Target the unserved cardboard-preference segment:** The competitive field is dominated by plastic solutions. A significant share of B2B clients prefer cardboard for its familiar recycling pathway and brand aesthetic. (RE)Bonjour! fills this gap.
- **Price the paper slip replenishment as a value-added service:** Automatic slip replenishment triggered by QR data is an operational benefit clients cannot get from any other provider. It should be highlighted as part of the value proposition, not buried as a logistics detail.

## 8. Distribution and Go-to-Market Channels

For (RE)Bonjour!, the most effective route to scale is through direct B2B sales supported by strategic industry partnerships. By managing a small number of high-volume client relationships, OPack can generate recurring subscription and contract revenue at lower customer acquisition cost. The client-managed supply chain model simplifies logistics: once packets and slips are delivered to a client, OPack's operational role is monitoring and replenishment, not ongoing collections.

### 8.1 Primary Channel: Direct B2B Sales

Direct enterprise sales to the seven priority sectors identified in Section 10 represent the core revenue channel. The recommended approach targets procurement managers, logistics directors, and sustainability officers at mid-market and enterprise companies with high-frequency fixed-destination delivery networks. The PPWR compliance conversation is the primary door-opener: it replaces the conventional product-led pitch and positions OPack as a solutions provider rather than a packaging vendor.

The Nouvelle-Aquitaine region is the recommended first sales territory. Building a cluster of reference clients within approximately 200 kilometers of Bordeaux enables face-to-face relationship development during the pilot phase, faster operational iteration, and word-of-mouth referrals within regional industry networks. OPack's PePs label and 2025 Bernard Magrez Primeurs incubator recognition are powerful trust signals for regional CSR managers and procurement officers reachable through Nouvelle-Aquitaine industry associations, the CCI, and the ADEME regional office.

### 8.2 Secondary Channel: Strategic Distribution Partnerships

Beyond direct sales, OPack should pursue three types of distribution partnership:

- **Third-party logistics operators and fulfillment centers:** 3PLs serving pharmaceutical, cosmetics, and electronics clients can offer (RE)Bonjour! as a standard packaging option in their dispatch workflows. A single 3PL agreement can unlock access to dozens of their client companies.
- **Industry associations and purchasing cooperatives:** Sector-level agreements with pharmaceutical distribution associations or automotive aftermarket purchasing groups can enable platform-wide adoption, avoiding individual client-by-client onboarding.

### 8.3 Channel Prioritization Summary

Channel	Timeframe	Revenue Potential	Key Action Required
<b>Direct B2B Sales in Nouvelle-Aquitaine</b>	Immediate; Q2 2026	Medium; builds reference base	Contact 20 priority pharma and automotive aftermarket prospects through CCI and ADEME networks
<b>3PL and Fulfillment Center Integration</b>	2026 to 2027	High; volume at low acquisition cost	Approach two to three target 3PLs in pharma and cosmetics sectors
<b>Industry Association Agreements</b>	2027 and beyond	Very high; platform-level adoption	Engage CSRP in pharma and FEDA in automotive

## 9. Pain Point Analysis

---

Survey data from B2B packaging procurement respondents identifies five primary barriers that explain why companies hesitate before adopting reusable packaging. Understanding these barriers and having specific responses is essential to accelerating (RE)Bonjour!'s sales cycle. The pitch sequence must always follow buyer logic: (1) product protection and durability, (2) cost savings and ROI, (3) regulatory compliance, (4) carbon impact and CSR credentials.

### 9.1 Pain Point One: The Cost and ROI Perception Gap

The most common barrier, cited by 71.4% of surveyed companies, is the perception that reusable packaging costs more upfront. (RE)Bonjour!'s subscription model directly addresses this: there is no capital outlay. The client pays a monthly subscription fee, just as they currently pay for packaging. A simple, customizable savings calculator allowing a prospect to enter their monthly shipment volume and current packaging cost would make the economic case concrete. The key is showing the comparison including PPWR EPR levy exposure, not just the per-unit packaging price.

### 9.2 Pain Point Two: Logistics Complexity Anxiety

71.4% of respondents described reverse logistics as potentially too complex. For (RE)Bonjour!, this objection does not apply in the same way as for other reusable packaging models. Because the cardboard packet stays within the client's own supply chain, there is no reverse logistics operation to manage. OPack does not collect the packets; the client retains and reuses them. The only logistics step is the delivery of new paper slip batches, which OPack handles proactively based on QR scan data. This structural simplicity is a key differentiator and should be communicated directly.

### 9.3 Pain Point Three: Asset Tracking and Return Rate Risk

28.6% of companies surveyed flagged concern that assets would not be returned, breaking the economic model. In (RE)Bonjour!'s case, this concern is reframed entirely. The cardboard packet does not need to be returned to OPack; it stays with the client. The QR code identifies every packet's location and usage history within the client's own supply chain. If a packet is lost or damaged, the client's account reflects the reduced unit count and a replacement is triggered. This transforms an abstract fear into a manageable operational metric with full visibility.

### 9.4 Pain Point Four: Regulatory Confusion and Compliance Stress

Many B2B companies are aware that packaging regulations are changing but are uncertain about which rules apply to them and by when. The PPWR, AGEC extensions, B2B EPR, and CSRD obligations form an overlapping regulatory landscape that is difficult to navigate without dedicated resources. OPack can position itself as a compliance advisor by offering sector-specific regulatory guides explaining precisely which obligations apply, from what date, and how (RE)Bonjour!'s certifiable reporting satisfies them. This positions OPack as a trusted partner rather than just a packaging vendor.

### 9.5 Pain Point Five: The Startup Trust Barrier

The most underestimated barrier is the buyer's concern that a startup cannot scale with them or may fail. Hipli's liquidation in December 2025 has made this concern more acute among buyers who followed that story. Three elements directly address this barrier: the Concours Lepine Gold Medal confirming a patented, independently assessed technology; the Starter Kit pilot allowing any prospect to test the full system before any volume commitment; and OPack's PePs label and Bernard Magrez incubator recognition providing third-party regional validation. OPack should also use Hipli's failure constructively: its own client-managed, low-overhead model is structurally more resilient than the high-cost reverse logistics model that contributed to Hipli's collapse.

## 10. Target Industries and Companies

The following seven sectors are identified as priority targets based on three qualifying criteria: high shipment frequency, fixed and stable delivery destinations enabling a closed B2B loop, and existing operational processes that accommodate packaging changes without major disruption.

### 10.1 Sector Priority Rankings

Industry	Score	Top Target Companies	Why It Works
<b>Pharmaceutical and Medical Devices</b>	<b>9/10</b>	Sanofi, Phoenix Pharma France, Bastide Le Confort Medical, Delpharm, Nemera	Daily deliveries to fixed hospitals, pharmacies, and clinics. Strongest regulatory pressure. Professional return loop built into existing operations.
<b>Cosmetics and Personal Care</b>	<b>9/10</b>	L'Oreal, Clarins, SOCADE, Pierre Fabre, Yves Rocher	France is the global beauty capital. Intense ESG scrutiny. High shipment frequency to pharmacies, spas, and retail chains.
<b>Automotive Aftermarket</b>	<b>8/10</b>	Alliance Automotive Group, Valeo, Gropauto International, Distri2B, Parts Holding Europe	Regional distribution platforms with high-volume recurring deliveries to fixed repair shop networks. Existing pooled logistics infrastructure.
<b>Electronics and IT Equipment</b>	<b>8/10</b>	Sonepar, Rexel, Exxelia, Arrow Electronics EU, Avnet EU	High-volume B2B deliveries to corporate clients and IT departments. WEEE, PPWR, and CSRD create compound regulatory pressure.
<b>Fashion and Apparel (B2B Wholesale)</b>	<b>7/10</b>	LVMH, Kering, Hermes, Efashion Paris	Intense ESG scrutiny. Seasonal collections create predictable, recurring shipment cycles to fixed boutique and retailer networks.
<b>Office Supplies and Stationery</b>	<b>7/10</b>	Lyreco, Manutan International, BIC, Hamelin Group	Regular high-frequency deliveries to fixed corporate accounts. Procurement teams actively seek cost reduction and CSR improvements.
<b>Agricultural Inputs and Supplies</b>	<b>6/10</b>	InVivo Group, Euralis, Terrena, Maisadour Cooperative	France is the EU's largest agricultural producer. Regular deliveries to cooperative networks. Lower score reflects seasonal shipment variability.

### 10.2 Segment-by-Segment Analysis

#### Segment One: Pharmaceutical and Medical Distribution (Score: 9.5 out of 10)

This is the most immediately actionable segment. Under PPWR 2025/40, 100% of transport packaging used between companies within the same EU member state must be reusable by 2030. For companies shipping daily to fixed networks of pharmacies, hospitals, and clinics, the compliance clock is already running. The client-managed model is an excellent fit here: pharmaceutical wholesalers operate highly controlled, asset-tracked supply chains where introducing a QR-coded reusable packet is a natural operational extension. Priority contacts include large regional pharmaceutical wholesalers and medical device distributors serving fixed healthcare networks in Nouvelle-Aquitaine.

### **Segment Two: Automotive Aftermarket and Industrial Parts (Score: 9 out of 10)**

The French automotive aftermarket is built on regional distribution platforms supplying thousands of repair shops on predictable schedules. High volume, fixed destinations, and existing pooled logistics make reusable packaging a natural extension. The B2B EPR, operational from July 2026, directly penalizes single-use boxes financially with each quarter. Players such as Groupauto International, Alliance Automotive Group, and Parts Holding Europe already operate shared fleet models for heavier packaging formats, making the conversation about reusable cardboard shipping packets an adjacent and familiar move.

### **Segment Three: Cosmetics, Luxury, and Premium Wine (Score: 8.5 out of 10)**

France is the global epicenter of luxury beauty and premium wine. L'Oreal, Clarins, and Pierre Fabre have all made active public commitments to circular packaging. The AGE3 3R targets create formal obligations for large players. OPack's QR-generated carbon and reuse reporting is a direct operational benefit for CSRD compliance teams. The paper slip's customizability is particularly valuable here: a premium-branded slip makes the sustainable packaging itself a visible signal of brand values. OPack's connection to the Bernard Magrez Primeurs incubator provides a credible introduction into the premium wine and spirits ecosystem of Bordeaux.

### **Segment Four: Electronics and IT Distribution (Score: 8 out of 10)**

Electronics distributors such as Sonepar and Rexel ship at high frequency to fixed corporate clients and IT departments. They face compound regulatory pressure from WEEE, PPWR, and CSRD. Both have formal sustainability reporting structures that make OPack's certifiable carbon reduction data a concrete operational benefit. This segment is best approached following successful Wave 1 references in pharma and cosmetics.

## **10.3 Regional Entry Strategy**

OPack's most effective initial strategy is to build a dense cluster of reference clients within approximately 200 kilometers of Bordeaux before expanding nationally. OPack's PePs label and 2025 Bernard Magrez Primeurs incubator recognition are powerful trust signals in the Nouvelle-Aquitaine business community. Regional CSR managers and procurement officers are reachable through Nouvelle-Aquitaine industry associations, the Bordeaux CCI, and the regional ADEME office. The wine, cosmetics, pharmaceutical, and automotive aftermarket industries all have significant regional representation.

# 11. Risks and Barriers to Entry

---

## 11.1 Market Barriers

### Behavioral Inertia

The most pervasive barrier is reluctance to change established packaging processes. The PPWR compliance deadline creates a forcing function that makes the status quo increasingly costly to maintain, but companies will still require evidence and case studies before committing to change.

### Buyer ROI Skepticism

71.4% of B2B buyers cite high initial cost perception as a barrier, even when the subscription model eliminates capital outlay. Proactive, quantified ROI communication, including a clear calculation of PPWR EPR levy avoidance, is the most direct response.

### QR Scan Compliance

OPack's compliance reporting value depends on clients consistently scanning QR codes. In B2B environments where staff turnover is common and workflows are busy, scan discipline can lapse. Contractual obligations to scan, combined with simple scanning integration into existing warehouse management systems, must be built into onboarding from day one.

### Paper Slip as a Recurring Consumable

The paper slip is single-use per delivery cycle. While its cost is low (EUR 0.10 per unit to OPack), clients must plan for ongoing slip replenishment. This should be positioned as a managed service delivered automatically by OPack rather than as a purchasing burden.

## 11.2 Competitive Risks

### High Imitability

Although (RE)Bonjour!'s two-piece design is protected by a patent, the broader concept could be replicated by a company with manufacturing resources. Smurfit WestRock and DS Smith have both the production capacity and existing B2B client relationships to build competing PaaS services quickly. OPack must build market share, brand recognition, and deep client integrations as quickly as possible.

### Pandobac and Emerging French Competitors

Pandobac is an active French B2B reusable packaging provider with growing operational reach. While its focus on food supply chain crates is distinct from (RE)Bonjour!'s cardboard packet model, Pandobac's expertise in B2B closed-loop systems and its existing client relationships in France make it a company to monitor. If Pandobac or similar operators expand into cardboard shipping packaging, the competitive dynamic could shift rapidly.

### In-House Build Risk

Large logistics operators such as Amazon and Zalando may develop proprietary reusable packaging systems. This risk is most acute for the largest enterprise clients. OPack should target mid-market clients in the subscription Growth and Professional tiers first, where the build-versus-buy calculation strongly favors buying.

## 11.3 Operational Risks

### Supply Chain Visibility Without Physical Return

Unlike models where the packaging asset is physically returned and inspected by the provider, (RE)Bonjour!'s client-managed model relies on QR scan data to track asset condition and remaining lifecycle. If QR scans are irregular or packets are damaged before their 20-cycle limit,

OPack may not have timely visibility. Contractual requirements for regular QR scanning and condition reporting at defined milestones should be built into all agreements.

### **Paper Slip Recycling Compliance**

The paper slip is recycled after each use. While paper recycling rates in France are high (64% according to Citeo), OPack must ensure that clients are given clear guidance on slip disposal and that the recycling pathway is documented for CSRD reporting purposes. Any perception that the paper slip generates untracked waste would undermine the sustainability messaging.

### **Regulatory Implementation Uncertainty**

Some PPWR implementation details, including cardboard transport box carve-outs and digital labeling standards, are still being finalized. OPack and its clients will need ongoing legal monitoring of these developments and may need to adjust product specifications or documentation formats as standards are confirmed.

## 12. Conclusion

---

The European packaging market is undergoing a legally enforced transition away from single-use formats. The PPWR, France's AGECL, the B2B EPR framework, and CSRD reporting requirements together create a market that must move toward reusable systems.

(RE)Bonjour! by OPack is positioned at the precise intersection of these requirements. It is a two-piece reusable cardboard B2B shipping system: a reusable cardboard packet with customizable sizes and a branded paper slip recycled after each use. The client manages the packet within their own supply chain. OPack monitors usage through QR tracking, generates automatic CSR and EPR compliance reports, and provides ongoing paper slip replenishment. No equivalent B2B offering currently exists in the French market at scale.

Hipli's judicial liquidation in December 2025 is a meaningful market signal. It demonstrates that high-overhead reverse logistics models are financially fragile during a period when buyer adoption is still building. OPack's client-managed model, with its lower operational overhead, is structurally better positioned for the near-term commercial environment. It also opens space for OPack to occupy the reusable cardboard packaging narrative in France without a comparable competitor.

The pricing analysis confirms that (RE)Bonjour! at EUR 1.80 per use in the Subscription Growth tier is cost-competitive with single-use cardboard once PPWR compliance costs are included, and significantly cheaper than plastic reusable alternatives such as RePack. The two-tier commercial model, with a flexible subscription entry point and a contract model for larger clients, allows OPack to serve the full market while building predictable recurring revenue.

The aggregate SOM across seven priority sectors is approximately EUR 113 million per year. Pharmaceuticals and cosmetics are the most immediately actionable segments. The competitive window is open today, but it is time-limited: Smurfit WestRock, DS Smith, and emerging B2B reusable packaging providers are all watching the same regulatory signals. The goal is to become the compliance infrastructure that clients depend on, not simply a packaging product they can replace.

## 13. Recommendations

---

The following ten recommendations are listed in order of urgency and strategic impact.

1. **Launch five to ten regional pilot contracts in Nouvelle-Aquitaine by Q2 2026:** Use OPack's PePs label, Bernard Magrez incubator recognition, and CCI connections to close subscription or contract clients in pharmaceutical distribution and automotive aftermarket within 200 kilometers of Bordeaux. These reference contracts are essential for national sales and for demonstrating operational viability to potential European clients and investors.
2. **Build and publish a client-facing ROI calculator immediately:** Create a simple tool where prospects enter monthly shipment volume and current packaging cost to receive an immediate calculation of savings from switching to (RE)Bonjour!, including PPWR EPR levy avoidance. This neutralizes the cost perception barrier at zero marginal cost per prospect.
3. **Push the starter kit pilot program:** Offer every prospective client a trial of packets with paper slips to experience the complete cycle before making any volume commitment. Given Hipli's recent failure has heightened buyer skepticism about reusable packaging startups, removing the entry barrier is more important than ever.
4. **Reposition all sales materials to lead with PPWR compliance, not packaging:** Every pitch deck, website page, and email should open with the regulatory context: which PPWR and AGECE obligations apply to the prospect's sector, by what date, and at what financial penalty. (RE)Bonjour! solves a legal and financial problem, not just a packaging preference.
5. **Develop a QR-powered EPR and CSRD compliance dashboard for all clients:** Build the client-facing reporting interface that uses QR tracking data to automatically generate EPR documentation, packaging reuse rate reports, and carbon reduction certificates. Once a client uses this for regulatory filings, switching to another provider is operationally and legally disruptive.
6. **Address Hipli's legacy proactively in sales conversations:** Buyers who were following or using Hipli will have concerns about OPack's long-term viability. Proactively explain why OPack's client-managed, low-overhead model is structurally different from Hipli's high-cost reverse logistics model.
7. **Target pharmaceutical and cosmetics as Wave 1 priorities:** Both score 9 out of 10 on strategic fit and represent EUR 52 million of the total EUR 113 million SOM combined. Automotive aftermarket is a strong Wave 1 addition given its built-in return infrastructure.
8. **Make multi-year contract agreements with integrated compliance reporting the standard:** Target a minimum of three years for Contract clients, with annual volume commitments and the QR compliance dashboard included as standard. Long-term lock-in ahead of the 2030 PPWR deadline creates predictable revenue and reduces churn.
9. **Begin European logistics partner mapping for Germany, Belgium, and the Netherlands:** These three markets have the strongest reuse infrastructure and regulatory enforcement after France. Identify distribution partners for packet and slip delivery before signing the first international client contract.
10. **Establish a quarterly competitive intelligence review on Smurfit WestRock, DS Smith, and Pandobac:** All three have the resources and client relationships to build competing services. Track product announcements, pilot programs, and partnership signals and adjust commercial strategy accordingly.

## 14. Appendices

### Appendix A: PESTEL Analysis

Factor	Analysis	Impact for (RE)Bonjour!
<b>Political</b>	PPWR (Regulation EU 2025/40) entered full effect August 2026, mandating 40% reusable transport packaging by 2030 and 70% by 2040. France's government committed EUR 200 million to reuse infrastructure. EPR schemes enforced across all 27 EU member states.	Strongly favorable: regulation drives demand directly to OPack's value proposition.
<b>Economic</b>	The European sustainable packaging market is valued at approximately EUR 74 billion in 2025 and projected to double over the next decade. PaaS models lower client upfront costs. Inflationary pressure on raw materials and energy encourages outsourcing of non-core logistics inputs.	Favorable: economic incentives align with reuse outsourcing. OPack must demonstrate total cost of ownership advantages clearly.
<b>Social</b>	Corporate sustainability commitments are a growing procurement criterion across Europe. CSRD reporting obligations require auditable packaging and carbon data. A CSA survey (June 2025) found 93% of French respondents ready to return packages when a system is convenient.	Favorable: clients face social and reputational incentives to adopt (RE)Bonjour! as part of their sustainability narrative.
<b>Technological</b>	Digital tracking including QR codes is becoming standard in reusable packaging. The PPWR mandates digital labeling from 2026. AI-assisted route optimization and automated reporting reduce operational costs.	Opportunity: OPack's QR tracking already satisfies the PPWR digital labeling requirement and generates the compliance reports clients need.
<b>Environmental</b>	EU policy targets a 15% reduction in packaging waste by 2040 vs. 2018 levels. Packaging waste in the EU has grown over 20% in the past decade. Cardboard is recognized as a low-impact material when reused and recycled.	Strongly favorable: (RE)Bonjour! directly reduces waste, carbon, and material consumption.
<b>Legal</b>	PPWR applies from August 2026. B2B transport packaging subject to 40% reuse targets by 2030. Non-compliance fines range from EUR 0.50 to EUR 2.00 per unit. REP Emballages Professionnels is operational from July 2026 in France.	Strongly favorable but requiring navigation: compliance deadlines create commercial urgency; OPack should position as a compliance enabler.

## Appendix B: Competitive Pricing Comparison Matrix

Dimension	Single-Use Cardboard	CHEP and IFCO (Plastic Industrial)	Pandobac (Plastic B2B Food)	RePack (Plastic B2C)	(RE)Bonjour! by OPack
<b>Price per use</b>	EUR 1.50 (no EPR)	EUR 0.30 to 0.80	Est. EUR 0.30 to 0.80	EUR 2.00 to 4.00	<b>EUR 0.80 to 2.50 (tiered)</b>
<b>PPWR compliance (from Aug 2026)</b>	Non-compliant; EPR levy applies	Compliant for industrial use	Compliant	Compliant	<b>Compliant</b>
<b>Material sustainability perception</b>	Moderate; recyclable but single-use	Low; plastic, though durable	Low to moderate; plastic crates	Low to moderate; polypropylene	<b>High; cardboard packet; paper slip recycled</b>
<b>Reverse logistics required from OPack</b>	None needed	Proprietary depot network	Washing service included	Postal drop-in collection	<b>None; client manages packet in own supply chain</b>
<b>Compliance reporting included</b>	No	No	Tracking app included	No	<b>Yes; auto-generated from QR data</b>
<b>Lifecycle in uses</b>	1; no reuse	50 to 200+	40+	20+	<b>Up to 20 (packet); 1 per slip</b>

## Appendix C: SWOT Analysis

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• First-mover in French B2B reusable cardboard PaaS niche</li> <li>• Patented two-piece design (cardboard packet plus recyclable paper slip) with Concours Lepine Gold Medal</li> <li>• Client-managed supply chain model eliminates OPack reverse logistics dependency</li> <li>• QR code tracking on every packet generates automatic EPR and CSRD compliance reports</li> <li>• Two commercial models (subscription and contract) serve clients of all sizes</li> <li>• Customizable cardboard packet and branded paper slip reinforce client identity</li> <li>• French manufacturing via PePs label at Gradignan; Bernard Magrez incubator winner 2025</li> <li>• Low OPack cost base (EUR 0.70 per packet, EUR 0.10 per slip) supports healthy margins</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Early-stage startup with limited brand recognition compared to established packaging vendors</li> <li>• Cardboard rated for up to 20 uses; shorter lifecycle than plastic alternatives rated at 50 or more</li> <li>• The paper slip is single-use per cycle, adding a recurring consumable cost</li> <li>• QR scan compliance depends on client discipline; tracking gaps reduce reporting accuracy</li> <li>• European expansion requires building new client relationships and distribution agreements country by country</li> <li>• Cost-of-ownership case requires active education since buyers anchor to single-use cardboard price</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• PPWR compliance deadline creates immediate commercial urgency for all B2B shippers</li> <li>• French B2B EPR (REP Emballages Professionnels) adds a direct financial cost to every single-use unit disposed of</li> <li>• Aggregate SOM of approximately EUR 113 million per year across seven priority sectors</li> <li>• CSRD reporting obligations create demand for certified carbon and reuse data</li> <li>• France investing EUR 200 million in reuse infrastructure</li> <li>• European expansion into Germany, Belgium, and Netherlands supported by PPWR harmonization</li> <li>• Hipli's liquidation in December 2025 has removed the main B2C reusable packaging reference point in France, creating a reputational opening for OPack to own the cardboard reusable narrative in B2B</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Smurfit WestRock and DS Smith (International Paper) have scale and relationships to build competing PaaS services quickly</li> <li>• Large operators such as Amazon and Zalando may build proprietary in-house reusable packaging systems</li> <li>• High imitability: despite the patent, variations on the product design could be developed</li> <li>• Paper slip as single-use component may attract regulatory scrutiny as PPWR tightens on all packaging formats</li> <li>• Raw material or energy cost increases could disrupt cardboard supply economics</li> <li>• Low QR scan rates in any deployed segment would reduce the compliance reporting value and damage client trust</li> <li>• Hipli's failure signals that high capital cost models and slow-return B2C loops are fragile; OPack must demonstrate its B2B model avoids these pitfalls</li> </ul>

## Appendix D: Sector SOM Summary

Sector	Score	TAM Reference	SAM (Reusable B2B PaaS-eligible)	SOM (4-7% of SAM)	Wave
Pharma and Medical Devices	9/10	EUR 3.0bn (French pharma packaging 2025)	EUR ~340M	EUR ~24M	1
Cosmetics and Personal Care	9/10	EUR 14bn (EU cosmetics packaging 2025)	EUR ~400M	EUR ~28M	1
Automotive Aftermarket	8/10	EUR 2.1bn (EU auto parts packaging 2025)	EUR ~250M	EUR ~18M	1
Electronics and IT Equipment	8/10	EUR ~11bn (EU electronics packaging 2025)	EUR ~300M	EUR ~21M	2
Fashion and Apparel (B2B Wholesale)	7/10	EUR ~8bn (EU fashion packaging 2025)	EUR ~200M	EUR ~14M	2
Office Supplies and Stationery	7/10	EUR ~3bn (EU office supplies 2025)	EUR ~120M	EUR ~8M	2
Agricultural Inputs and Supplies	6/10	EUR ~5bn (EU agricultural inputs 2025)	EUR ~80M	EUR 0 to 6M	3
<b>AGGREGATE SOM</b>	--	--	--	~EUR 113M/year	--

## Appendix E: Key Regulatory Timeline

Date	Regulatory Event	Relevance to (RE)Bonjour!
<b>Feb 2025</b>	PPWR (Regulation EU 2025/40) enters into force	Binding legal framework established across all 27 EU member states
<b>Jul 2026</b>	France B2B EPR (REP Emballages Professionnels) becomes operational	Financial contribution per unit of professional packaging disposed of in France; direct cost increase for single-use
<b>Aug 2026</b>	PPWR fully applicable; EPR registration and reporting obligations begin; digital labeling mandatory	OPack clients must be registered and compliant; QR tracking satisfies digital labeling requirement
<b>2027</b>	France AGECE 10% reuse target for companies above EUR 50M revenue	Large French B2B clients must demonstrate 10% packaging reuse; OPack's reporting supports this
<b>Jan 2030</b>	PPWR 40% reuse target for transport packaging; 100% reuse for internal EU B2B inter-site logistics; e-commerce reusable checkout option mandatory	Hard legal mandate for all OPack target sectors; primary commercial inflection point
<b>2040</b>	PPWR 70% reuse target for transport packaging	Long-term market direction confirmed; reusable packaging becomes the dominant transport format

## 15. Sources

---

1. European Commission. Packaging and Packaging Waste Regulation (EU) 2025/40. EUR-Lex, January 2025. <https://eur-lex.europa.eu/EN/legal-content/summary/packaging-and-packaging-waste-from-2026.html>
2. Mordor Intelligence. Europe Refillable and Reusable Packaging Market Report. January 2026. <https://www.mordorintelligence.com/industry-reports/europe-refillable-and-reusable-packaging-market>
3. Market.us. Circular Packaging Market Report. July 2024. <https://market.us/report/circular-packaging-market/>
4. GMInsights. Reusable Packaging Market Size and Share Report, 2026 to 2035. December 2025. <https://www.gminsights.com/industry-analysis/reusable-packaging-market>
5. Greenberg Traurig LLP. EU Packaging and Packaging Waste Regulation: New Compliance Requirements for E-Commerce. August 2025. <https://www.gtlaw.com/en/insights/2025/8/eu-packaging-and-packaging-waste-regulation-new-compliance-requirements-for-e-commerce>
6. New Reuse Alliance; Zero Waste Europe; Planet Reuse. European Reuse Barometer 2025. [newreusealliance.eu/barometer](https://newreusealliance.eu/barometer)
7. McKinsey and Company. Reusable packaging cost analysis, reported via Trellis and Amazon pilot reporting. Up to 50% cost premium for mailers and approximately 200% for rigid reusable boxes versus single-use equivalents. [trellis.net](https://trellis.net), December 2024.
8. CHEP pallet cost analysis: issue fee plus daily hire of approximately EUR 0.03 per pallet per day plus transfer fees of EUR 1.50 to EUR 12.00 per trip. [metalship.org](https://metalship.org); [palletenterprise.com](https://palletenterprise.com). IFCO pooling model documentation: [ifco.com](https://ifco.com).
9. Les Cles du Digital. Clap de fin pour la startup de l'emballage réutilisable Hipli. January 2026. <https://www.lesclesdudigital.fr/clap-de-fin-pour-la-startup-de-lemballage-reutilisable-hipli/>
10. Packaging Europe. Why are so many reusable packaging companies failing? February 2026. <https://packagingeurope.com/comment/why-are-so-many-reusable-packaging-companies-failing/13955.article>
11. Solar Impulse Foundation. Pandobac reusable packaging. Solar Impulse Efficient Solution profile. <https://solarimpulse.com/solutions-explorer/pandobac>
12. GMInsights. Reusable Transport Packaging Market Size and Share, 2025 to 2034. February 2025. <https://www.gminsights.com/industry-analysis/reusable-transport-packaging-market>