

Circular Furniture: How Vitra Circle Scales Refurb via Dealers

Key Learnings

Design For Modularity Across Generations

Products designed decades ago with modularity for configuration flexibility now enable refurbishment, yet many companies redesign components that lose compatibility with previous versions. When modifying mechanisms or parts, ensure compatibility with the existing models so refurbished products can use parts from different production years. **Maintaining cross-generation compatibility when updating components** transforms past modularity decisions into **sustained refurbishment capacity**.

Integrate Dealers Through Stock Visibility And Revenue Sharing

Circular businesses often bypass existing channels to control quality, yet dealers possess customer relationships and logistics infrastructure. Give dealers visibility into refurbished stock with specification tools, establish separate circular list prices so they can offer volume discounts, and share revenue when they facilitate centralized services. **Structuring circular products to work for dealer economics** rather than competing with them **enables scale through established networks**.

Use Reupholstery To Match Supply With Demand

Contract orders require specific quantities and colors while buyback inventory comes in random configurations, creating mismatches that prevent deals. Replacing seat covers on mismatched chairs solves quantity gaps because CO2 savings come from reusing structural components like mechanisms and frames, not fabric. **Original manufacturers can use modular reupholstery to convert mismatched stock into specified orders without sacrificing environmental benefits**.

Circular Models Add Customers Rather Than Cannibalize

Manufacturers fear circular offerings will replace new product sales, yet contract customers making conscious sustainability decisions brings new demand. **Not pursuing circular economy allows competitors to capture this segment and cannibalize your business from outside**. Dealers and manufacturers see circular products as additions that **unlock previously unserved clientele**.

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