

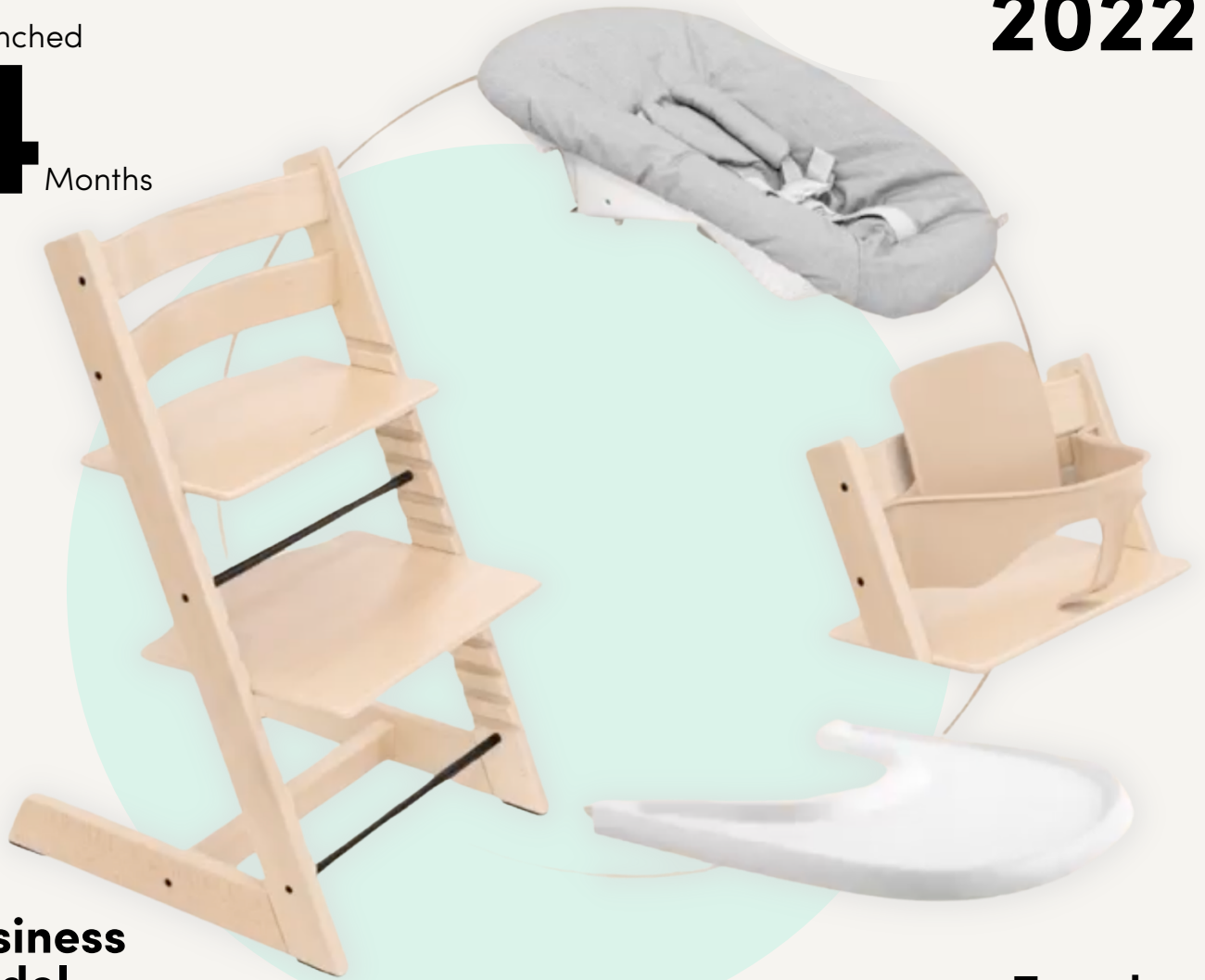


Stokke® Start

A subscription for Tripp
Trapp® accessories

2022

Launched
in **4** Months



**Business
model
innovation**

**Turn-key
solution**

Stokke x circuly

How Stokke Successfully Launched a
Rental Pilot with circuly

Success Story

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SUMMARY

Executive Summary

In this **success story**, you will learn how Stokke, a Norwegian manufacturer and seller of children's furniture and accessories, successfully launched a **subscription-based business model** as a pilot with circuly.

The success story also highlights Stokke's journey, motivation and expectations with the launch of their subscription pilot.



If we didn't have circuly we wouldn't have started the rental project.

Felix Raab, Stokke



The customer

Stokke is a Norwegian manufacturer of **children's furniture and accessories**. One might recall them from their most famous products: the Tripp Trapp® (adjustable high baby chairs).



The challenge

Go **beyond** the product & production process and instead innovate the **business model** itself to become more sustainable. **Launch** a new business model **fast** without **internal IT resources**.

For Stokke, sustainability is not a new concept but is deep-rooted in everything they do.

Naturally, the next challenge for Stokke was not only to continue to innovate their product and production process but to **innovate the business model** itself to become more circular and sustainable.

But when Stokke advanced in the conceptualisation of their new business model, they discovered that **business model innovation requires IT resources**, which Stokke knew were scarcely available internally.

Additionally, Stokke needed a partner who could act on their business needs fast and efficiently for a fast market launch.

The solution

A **turn-key** solution from circuly to quickly & efficiently **launch** a new and sustainable, **subscription-based** business model as a **pilot**.

circuly supported Stokke in innovating their business model and provided the know-how and expertise needed to **launch a circular subscription-based** model. The concept is easy: you buy the iconic Tripp Trapp® and subscribe to the different accessories required depending on the size and age of the baby.

Additionally, circuly's **API-first** subscription management software flexibly fits into their existing legacy systems and make it possible for Stokke to get their legacy systems in line with their new business model.

The benefit

With circuly's support Stokke **minimised opportunity cost**, de-risked the business model and launched a pilot in **four months** to **learn and test** results before deciding on a full market launch.

With circuly's turn-key solution, Stokke launched a rental pilot for their product within four months and had a fast market entry. Additionally, with the circuly solution, Stokke was able to overcome the **limitations of their existing ERP** system and launch a complex rental model that they had in mind and wanted to offer to their customers.

Lastly, with circuly's expertise in the field of shop systems and payment service providers, Stokke was able to reduce manual processes and steps and bring a new value proposition to their customers.

STOKKE

About Stokke

DESIGNED WITH A PURPOSE IN THE BEST INTEREST OF THE CHILD

Stokke is a Norwegian company **founded in 1932** by Georg Stokke, recognised for building best-in-class solutions for children. They manufacture children's furniture and accessories made with high-quality, durable materials and last for generations.

Stokke's values are deeply rooted in their Scandinavian heritage and their commitment to solid workmanship and premium quality.



1932

Founded



Norway

Origin



Ålesund, Norway

HQ



Furniture

Industry



7

Locations



400

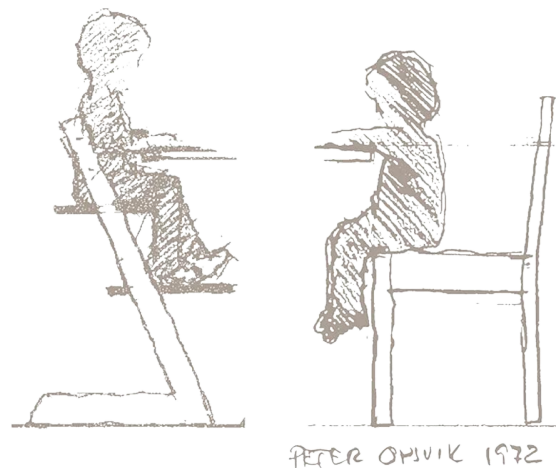
Employees

Stokke designs and creates products that help bring children closer to their parents. Their products evolve and grow with the child. Their core priorities of safety, sustainability and supporting child development encourage Stokke to challenge conventional thinking and make innovative and stylish products.



In 1972 Stokke produced the ingenious **Tripp Trapp®**; a chair crafted by Norwegian designer Peter Opsvik. When one sees a Tripp Trapp® name, Stokke immediately comes to mind. In 2022 Stokke celebrated Tripp Trapp®'s 50th anniversary.

Tripp Trapp® is not just a product but is the epitome of design and innovation - an iconic chair that gave children an ergonomic seat of their own, and that grows with them.



Launching a circular business model

In 2022 Stokke launched a new business model centred around their famous Tripp Trapp® - a subscription model, Stokke® Start, for Tripp Trapp® accessories.

RENTAL OFFER

Stokke's Rental Model: Explained

BUY THE ICONIC TRIPP TRAPP®.
RENT THE TRIPP TRAPP® ACCESSORIES.

STOKKE

Products offered

Stokke has a unique rental offer: they have their famous Tripp Trapp® in the centre with Stokke Tripp Trapp® accessories as a rental bundle around it.



STOKKE

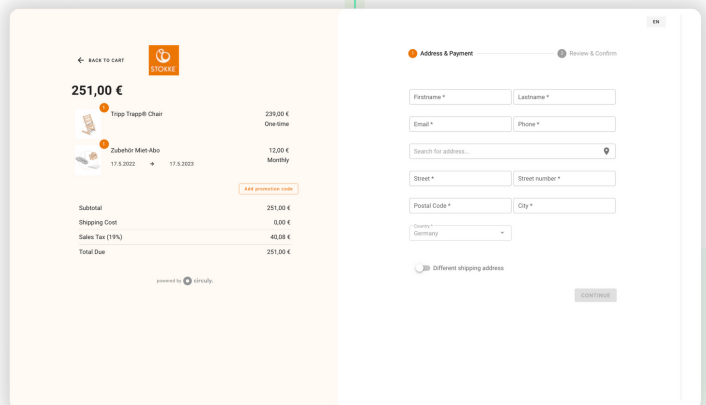
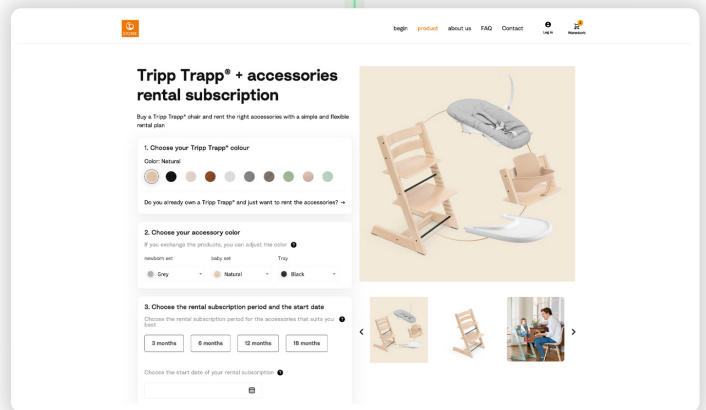
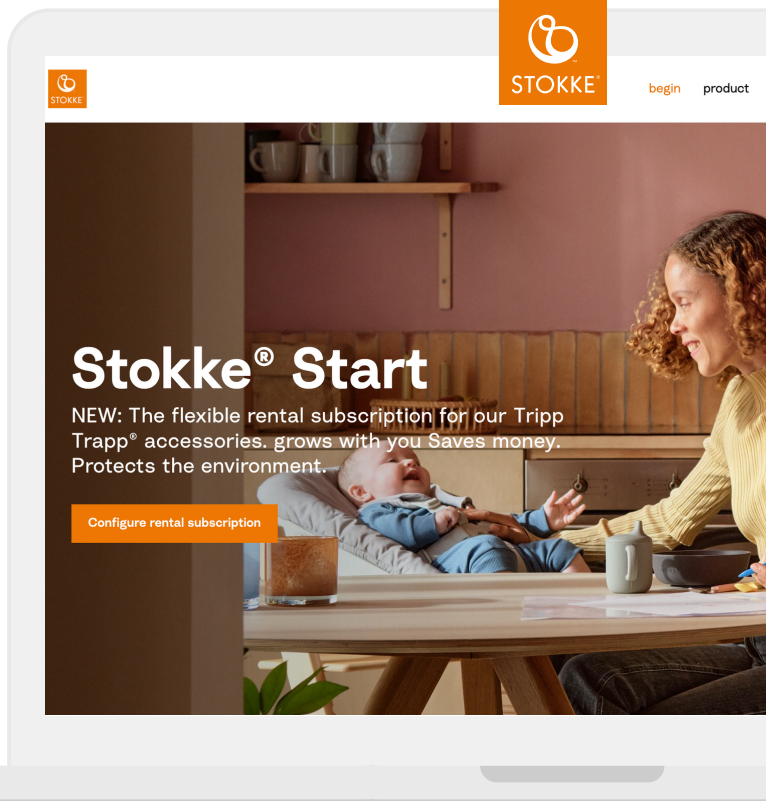
Stokke's desired customer journey

Stokke customers **buy** a Tripp Trapp® and **rent** the Tripp Trapp® accessories.

The Tripp Trapp® accessories are in a bundle that can be swapped as the child grows.

For a seamless customer journey buying a Tripp Trapp® and renting the Tripp Trapp® accessories takes place in one place, i.e. on Stokke's new eCommerce website: **Stokke® Start**.

In this way, they create a unique value proposition for their customers and provide them with a **personalised subscription experience**.



WHY RENTALS

Why Stokke Launched a Subscription-Based Business Model?

During an interview with Stokke we asked Felix Raab (Business Model Innovation Lead) and Joss Hänisch (UX Lead) why Stokke launch a subscription business? Here's what they said:

1

Sustainability Goals

A rental model completes Stokke's Internal sustainability strategy because their products are perfect for a rental model.

2

Diversification of revenue

A circular business model is a way to diversify their revenue stream.

3

Address a new target market

Stokke aims to reach new customer segments by creating awareness about their products through a new business model.



WHY RENTAL

1. Sustainability

Ever since sustainability climbed the corporate agenda, companies all across the globe and across industries have been actively developing a sustainability strategy to tackle their internal and external sustainability needs.

Stokke decided to launch a subscription-based model because it completes and complements their **internal sustainability strategy**.

“

*When we were looking into the topic of sustainability, we were looking at many things, like the second-hand market, pre-owned, circular models etc. We were very **quickly convinced that a rental model is perfect** for our products.*

Joss Hänisch, Stokke



”

1.1 Going beyond sustainability in products, raw materials & production process

Stokke's main product is made out of wood and is already considered sustainable. "But even though wood is a natural resource, we need to start thinking differently about it".

Therefore sustainability for Stokke means looking beyond their product, raw materials used, and the production process itself.

1.2 Innovate the business model itself

While looking at ways to develop their sustainability strategy further, Stokke explored topics like sustainability, circularity, and the second-hand market and wondered if such a concept could translate into a business model.

Their exploration led them to conclude that besides product innovation, they need business model innovation. Additionally, they discovered that a circular business model makes sense for a company like Stokke, which has a high-priced product with limited usage time.

With a rental model, Stokke can innovate their business model and offer a "buy + rent" combination for the iconic Tripp Trapp® and its accessories.

WHY RENTAL

2. Diversification of Revenue Stream

Revenue mainly increases with supply and/or price increase.

But Stokke discovered that business model innovation was another way to increase and diversify their revenue.

Through research, they came across a study by Positive Luxury, which did a project with the Bain & Company.

The project presented how they want to increase and develop their revenue streams from 2021 to 2030 and rental was identified as an additional revenue stream.



*By 2030 we expect 1/3 of the **revenue** earned through Stokke accessories to come from **rentals**.*

Felix Raab, Stokke



WHY RENTAL

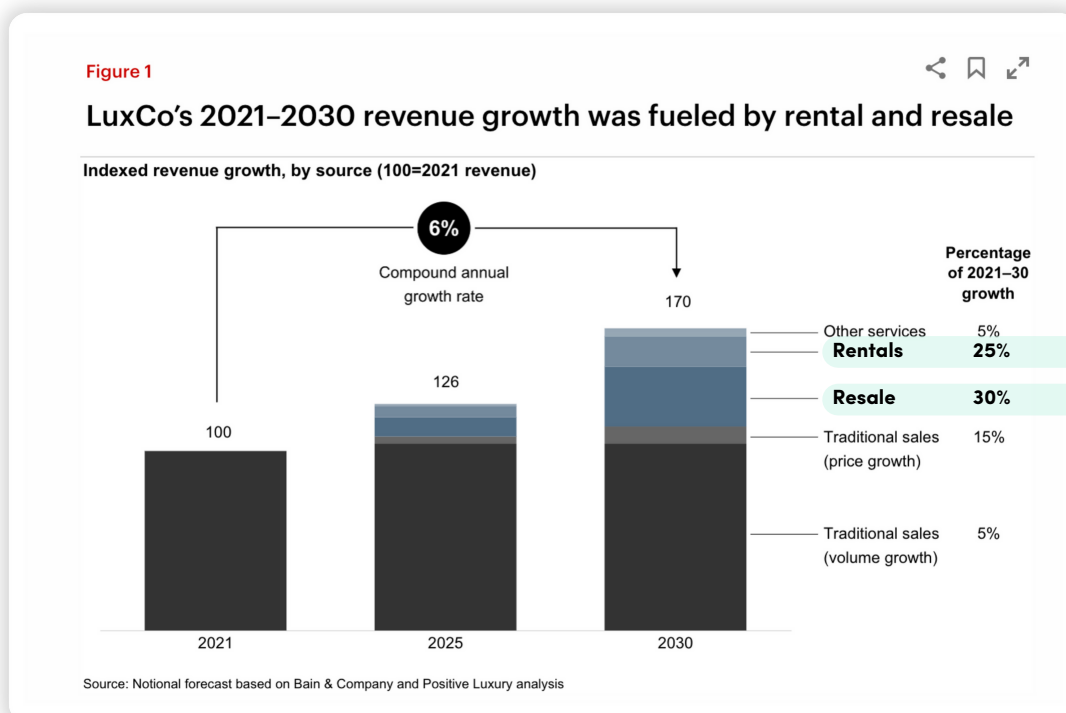
3. Address a new target market

Besides being a perfect fit for Stokke's internal sustainability strategy and a way to diversify the revenue stream, a subscription-based rental model also supports Stokke's aims of reaching new customer segments by creating awareness about their products through a new business model.

Their current target audience are parents with kids who can already sit on their own.

With a rental model for Tripp Trapp® and Tripp Trapp® accessories, Stokke aims to support parents in giving their newborn a place at the family table based on a lower price and higher convenience offering.

Shown below is a Graph from a study by Positive Luxury with the Bain & Company

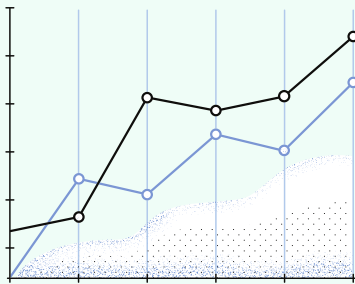


WHY RENTALS

Market Development for Rentals Products

The subscription eCommerce market has grown by more than 100% over the past few years. The growth of companies like Swapfiets, Grover, myTIER etc., indicates that the way we consume products is undergoing a fundamental shift. Given below are recent developments that have led to the growth of the subscription economy.

>100% Market growth


ONE

Demand and desire for sustainability among customers is increasing

Due to the ongoing climate crisis, consumer preferences and expectations are changing rapidly. Consumers all across the globe are demanding sustainable solutions and rewarding companies that meet their expectations with loyalty. Even Stokke discovered that their customers are researching for decarbonisation strategy of companies like Stokke.

“

We do hear a lot from consumers about sustainability and that it's an important point for them.

Joss Hänisch, Stokke

”

TWO

The market for rentals is there and in growing rapidly

Product subscriptions of all sorts are booming in the USA and UK markets and are rapidly making their way into Europe. The growth of startups like Swapfiets, Grover, and TIER provides the proof and validation needed to put a tick behind the market hypothesis.

“

There are many companies already operating a subscription-based rental model and are growing fast.

Felix Raab, Stokke

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THREE

Consumer behaviour is changing rapidly

A general change in the eCommerce landscape is how consumers acquire products and make purchases. More and more consumers are looking for a great end-to-end experience and are often willing to pay more if the added value is high.

“

Grover is kind of a big big big example that shows that consumer behaviour is changing.

Joss Hänisch, Stokke

”

Make or buy decision?

An essential question for Stokke was should they develop the solution themselves or look for an external partner? Here are some questions that helped Stokke arrive at an answer:

Key considerations:

1 What role does IT play in a rental project?

Can Stokke set up the project on their existing tools or do they need dedicated IT resources to develop a more targeted solution?

2 What is Stokke's core business?

Is software and developing IT solutions Stokke's core business or is it to manufacture products and sell them online? Stokke's core business is to focus on their product and markets.

3 What is the opportunity cost?

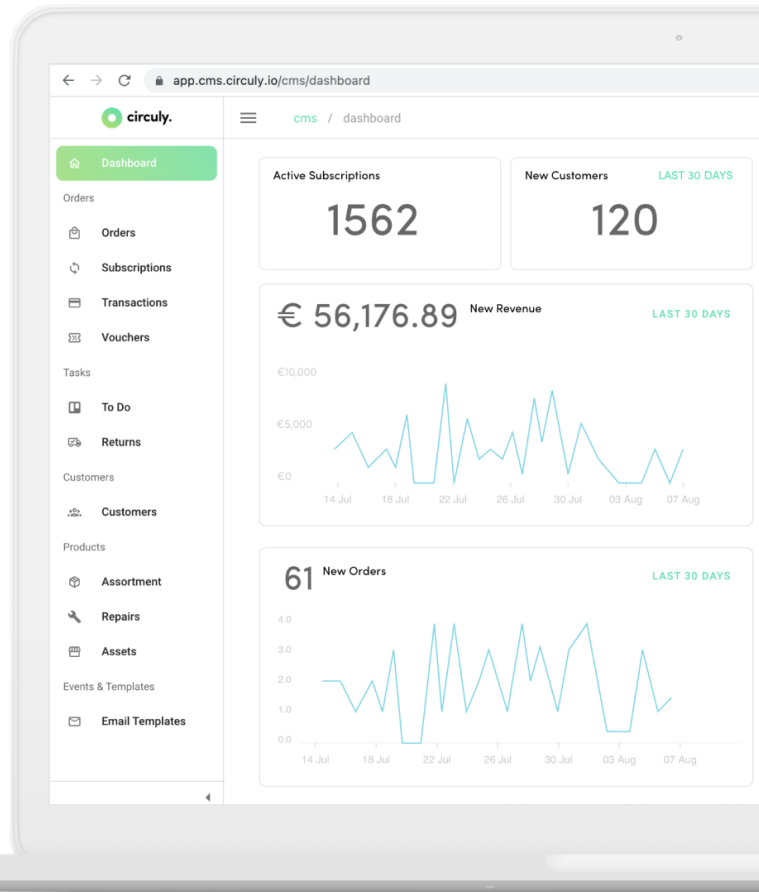
Stokke's aim with the pilot is to gather evidence if rentals can be a profitable business model for Stokke. What is the opportunity cost of developing an in-house solution?



Tripp Trapp® + Zubehör Miet-Abo

Kaufe einen Tripp Trapp® Stuhl und miete das passende Zubehör mit einem einfachen und flexiblen Miet-Abo, das m. deinem Kind mitwächst.

Miet-Abo konfigurieren



“

We realised that our existing selling processes couldn't handle a rental. We also needed a new way of getting rental orders into our ERP system.

When we realised that IT plays a role in launching a rental business, we decided to look for an external solution because IT is a critical and limited resource and is not always internally available.

Felix Raab, Stokke

”

QUESTION

1. What role does IT play in a rental project like this?

Stokke explored if IT played a role in a rental project because IT, being a limited resource, is not always available. To arrive at an answer, they worked out what exactly is it they wanted to offer and how the renting process would look.

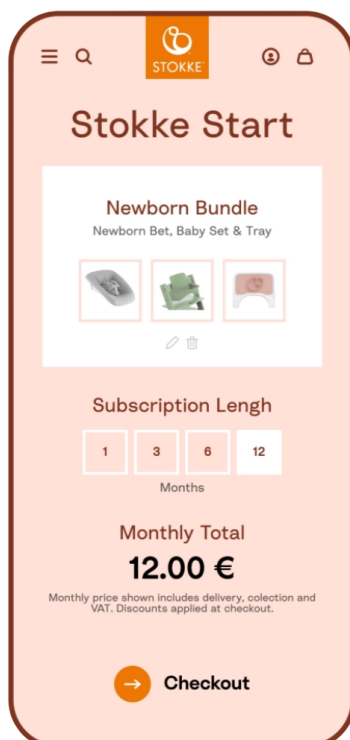
How does a rental work?

Stokke had a very hands-on approach in the beginning. They thought they would order a few products, put them in their office space and send them out themselves. When they discussed the project a bit further, they concluded that they need to set it up in the right way with rental-specific processes.



When we designed the renting process we realised that we cannot do such a pilot manually with manual processes.

Felix Raab, Stokke

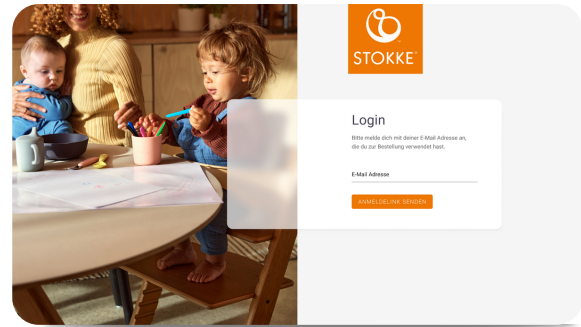


www.circuly.io

What processes fall under the rental model?

When Stokke started with the service blueprint, they laid down a foundation of what should go inside the project. Naturally, processes like refurbishment, product return and product swap surfaced which are not typical for regular eCommerce and therefore require dedicated solutions.

Stokke decided to go for the circuly solution because circuly had rental-specific modules like product swap, product replacement and customer login that they were interested in.



Can we set it up on our existing processes?

After concluding that they need dedicated processes, Stokke explored the option of setting it up on their existing systems.

Stokke discovered that they needed a new way of getting orders into their ERP because their existing systems were not made for handling rentals and rental specific topics.

After concluding that setting up the rental project on their existing system is complicated and requires IT resources, Stokke decided to look for external solutions instead of building something in-house.



Renting is a completely different process than selling. We realised that we needed dedicated processes and our existing selling processes were not made for handling rentals.

Felix Raab, Stokke

QUESTION

2. What is Stokke's core business?

Stokke's core business is to manufacture children's furniture and accessories and sell them online.

They are a sales and marketing driven organisation that focus on the overall development of its product and have mastered the processes involved in selling products online.

When they decided to launch a circular, subscription-based rental business model and concluded conclusion that they needed additional IT resources for their new business model, they decided to focus on their core competence, which was to bring a new value proposition to the market in the form of a new business model.

They decided to look for external IT partners that could act on what they had in mind while they focused on perfecting their business model and consumer journey and leaving the IT setup on circuly.

“

We have a Tripp Trapp® next to a rental bundle. Getting this going and having all processes in place was one of the major twists in the whole project, as we underestimated the complexity of setting something like this up at the very beginning.

Felix Raab, Stokke

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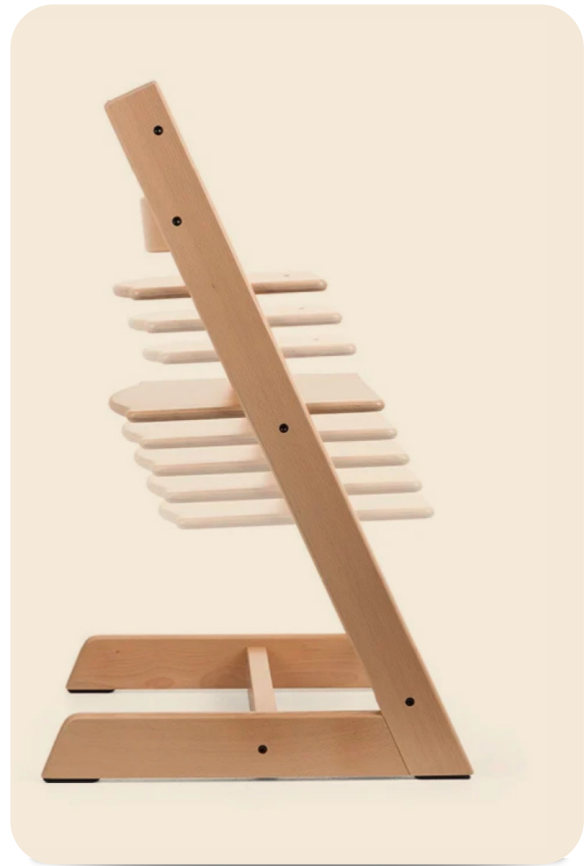
QUESTION

2. What is the opportunity cost?

Stokke Start is an internal fast boat that aims to quickly gather evidence about whether or not a rental could become a substantial business model for Stokke in the coming years.

With that in mind, going for an external solution like circuly supported Stokke in quickly launching a new business model that they can use to learn more about their product and customers before they decide to do a full market launch.

If instead, they were to develop a solution in-house internally they would require months (even years) of development and navigate a landscape that lies outside their core area of business.



“

With circuly we can co-create and co-innovate our new business model in a fast, professional and efficient manner.

Felix Raab, Stokke

”

Points of Opposition from the Management

Even though there was no internal opposition with Stokke about launching a circular rental business model, there were some points on the table such as:

These were the opposition points:

1 Cannibalisation of existing sales

Can a rental model cannibalise sales and in the longer run, decrease sales?

2 Commission model for a rental business

If revenue is spread across products, how does one work out a commission scheme?

3 Refurbishment process

In a rental model products come back at the end or during the subscription period. How should a company deal with the masses of products that come back?

ONE

1. Cannibalisation of existing sales

Stokke wondered if a rental model will cannibalise their existing sales. After some exploration, they hypothesised that a rental model might cannibalise some sales but that's not a new revelation because:

1. Their existing offers are always in competition with one another and often cannibalise each other's sales.

2. The target consumer groups for Stokke's rental pilot are parents that are expecting a child and parents with a newborn.

“

Cannibalisation is a topic, but it's not on the table right now because, for Stokke, a rental pilot is a way to explore opportunities in the new market, collect data points about our customers and our product and see if such a business model can become a substantial business for Stokke.

If this pilot is successful, only then do we need to think about cannibalisation.

Felix Raab, Stokke

”



TWO

2. Commission model for a rental business

Existing e-commerce processes are made for selling goods and not renting goods and that's one of the reasons there isn't enough evidence at the moment available about how commissioning schemes in the rental model work.

But companies like Stokke decided to launch a rental pilot centralised without any commission model because first, they need to gather evidence if rentals can bring in substantial revenue.

And, according to Stokke, since a substantial part of Stokke's revenue still comes from normal retail, they were able to counter the topic of commission models for a rental business.

If in future rentals prove to be a possible revenue avenue, Stokke says that then they will anyway need to look further into the topic as it requires rethinking and restructuring how business is done.

“

We launched the pilot with a limited amount of products. This way we were able to convince our sales department to simply try and experiment with a business model.

Felix Raab, Stokke

”

THREE

3. Refurbishment process

What do you do when products come back?

Even though some amount of retail products also come back in a selling model, the masses of product returns are different in a rental model.

And for most companies, being conditioned to the selling model for decades makes product return in rental sound like a complicated topic in comparison.

This mainly happens because most companies do not have the capacity to undertake large scale refurbishment of products that come back.

Stokke's strategy for refurbishment was to launch with a limited amount of products and use the pilot as an opportunity to learn more about the return and refurbishment process and the refurbishment costs associated with each returned product.

When Stokke decides to do a full market launch with more products they can take the learnings and findings of the pilot to work out a business case.

WHY RENTALS

How Did Stokke Get the Management on Board?

Despite opposition topics like cannibalisation, commission model and product return on the table Stokke decided to go through with the rental pilot.

Here's what helped Stokke put the project into reality.

1 De-risk the business model

Stokke launched a pilot with a limited number of products.

2 Go for a lean solution

Stokke launched their pilot with circuly instead of developing something in-house to not burden their internal IT resources.

3 Show why now

Stokke convinced the management for a subscription pilot by showing them that consumer behaviour is changing and the subscription industry is quickly gaining momentum.

4 Show existing examples

Stokke convinced the management for a subscription pilot by showing them existing examples.

ONE

1. De-risking the business model

Instead of a full market launch with all their product categories, Stokke launched a subscription pilot with a limited number of products in selected locations.

Launching in a few selected markets with limited products is not as risky as a full market launch. Plus with a pilot, Stokke can learn more about their product and customers, gain insight and find an answer to topics still in question like product cannibalisation and sales provision.



We de-risked the business model and stripped it down to the core essentials. We also decided to go for an external solution to launch and manage a rental model to avoid burdening our IT department's resources.

Felix Raab, Stokke



TWO

2. Go for a lean solution

Stokke could launch their new rental pilot in two different ways:

Option 1: An integrated rollout

Integrating circuly into the existing legacy systems where circuly makes existing processes and systems smart for rentals.

Option 2: A lean pilot

A separate shop system with connection to existing ERP and Payment Service Provider.

Stokke decided to go for the second option because this way they could launch quickly with fewer complexities and without burdening their IT department.

Based on Stokke's selection circuly provided Stokke expertise in the area of the technical infrastructure requirement of the rental business model.

THREE

3. Show why now

Now that sustainability as a topic has climbed the corporate agenda, the push for businesses to become circular comes from four directions:

- Consumers
- Government regulations
- Competitors
- Internal sustainability strategies and future outlook

The reason why organisations need to act now on the topic of sustainability and circularity also comes from these four directions plus from the evolution of the subscription landscape, questions about diversification of revenue stream, scarcity of resources and supply chain disruption:

Consumers

Businesses need to act now because consumer behaviour is changing. Consumers are demanding for sustainable and circular solutions.



Consumers are demanding sustainable solutions and products.

Joss Hänisch, Stokke



Competitors

More and more companies are publishing their climate report and decarbonisation strategies increasing pressure on other companies to also do the same. Additionally, companies are exploring new circular business models that support their internal sustainability strategies.



Our competitors have launched their 2030 carbon strategy which is also influencing our behaviour.

Joss Hänisch, Stokke



Diversification of revenue

Mainly revenue increases with supply and/or price increase. And when an established company gains a considerable amount of market share they reach a point of stagnancy. How do you grow when you've gained all the market share you possibly could? The answer is to launch new business models that have a different target group. And for eCommerce, manufacturers and OEMs a circular business model is a way to diversify the revenue stream and get out of the stagnancy stage.



By 2030 we expect 1/3 of the revenue earned through Stokke accessories to come from rentals.

Felix Raab, Stokke


FOUR

4. Show existing examples

Even though the product subscription market is very young and new the market development over the past few years is impressive.

Stokke convinced the management by showing them existing examples and evidence.



One major driver was an example from Positive Luxury. In a project with the Bain & Company they presented how they want to increase and develop their revenue streams from 2021-2030 and rental will become an additional revenue stream.

Felix Raab, Stokke



WHY CIRCULY

How Did circuly Support in the Launch Process?

When looking for a solution Stokke said that they were looking for someone who could act on their needs in a fast manner and this was not provided by the bigger solutions in the market.

Here's why Stokke decided for the circuly solution:

1 A new eCommerce shop for the pilot

For a lean solution circuly, (through its partner network), provided design and setup of a standalone eCommerce shop for the rental pilot.

2 A seamless customer journey for rentals

circuly's rental-specific modules bought to life the customer journey Stokke had envisioned for its rental pilot.

3 Understanding the technical infrastructure

circuly provided expertise in the area of shop system setup, ERP connection and other rental specific technical topics.

4 Flexible integration

circuly's API approach made it possible for Stokke to stay connected to the existing tools of their choice

5 Expertise and consultation

circuly provided the needed software training + workshops for project management to get topics like accounting, billing, marketing in line

ONE

A new eCommerce shop for the pilot

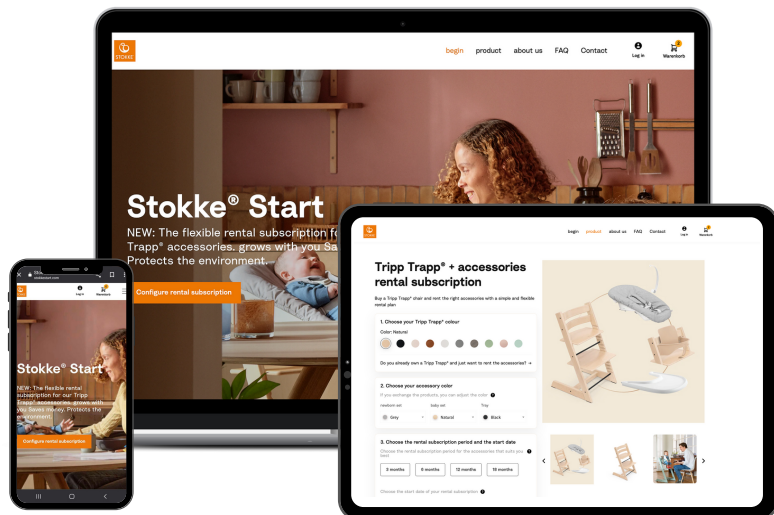
Since Stokke decided to go for a lean solution circuly provided Stokke support in designing and setting up a new stand-alone rental eCommerce shop through circuly's partner network. Stokke successfully launched a rental pilot within four months.

“

With circuly we were able to launch our rental pilot within just 4 months"

Felix Raab, Stokke

”



TWO

A seamless customer journey for rentals

At the heart of Stokke's new tripp trapp business model was the customer journey. circuly made it possible for Stokke to bring to life the customer journey that they had envisioned and imagined for their customers, and that was to keep their customers on one platform when buying a Tripp Trapp and renting the accessories for it.

The customer journey is important and influences their decision making the most.

“

*We needed a solution that would give our customers a perfect customer journey for rentals – **and that we found in circuly.***

Felix Raab, Stokke

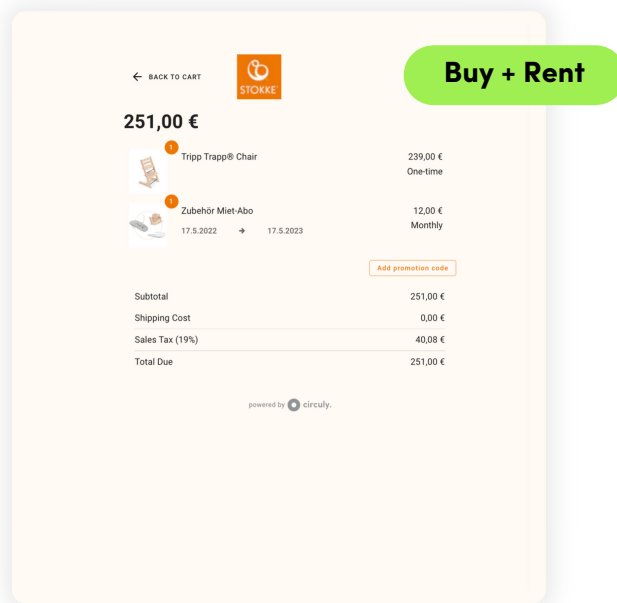
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“

It was really helpful that circuly already had the knowledge and helped us to outline the technical infrastructure, the connection between Shop system, Payment Service Provider, ERP System which in turn helped us to reduce manual process steps.

Felix Raab, Stokke

”



THREE

Understanding the technical infrastructure

With the customer journey that Stokke had designed for their customer and the value proposition they wanted to offer, in mind, the first step was to lay out the technical infrastructure of a rental business model.

circuly supported Stokke in understanding their technical infrastructure needs and coming up with a solution that matches them. This meant understanding what options are available when it comes to setting up a webshop and getting a payment service provider.

Should Stokke integrate the rental option on their existing website and connect their existing legacy systems to circuly or should they build a new landing page for their rental business and separate it from their existing shop? These were some of the questions that circuly helped Stokke explore.

FOUR

Flexible integration

Being API first circuly was flexible about connecting to Stokke's existing tools or getting new tools on board.

“

circuly's API is very flexible and gets all our legacy systems working with it

Felix Raab, Stokke

”

FIVE

Expertise and consultation

circuly brought expertise in the area of circular subscription-based business models and provided consultation on rental specific topics.

1. Training and workshops

circuly provided Stokke not only software training but also workshops that supported Stokke in understanding topics like accounting, billing, marketing etc.

“

The circuly training was very helpful - all agents were up to speed and can now operate the rental model.

Felix Raab, Stokke

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2. Expertise in the area of rental business models

Circuly supported Stokke in understanding the connection between different tools that are core in a rental business model such as the Shopsystem, Payment service Provider, ERP and subscription management software. Additionally, with expertise in the area of running a rental business, circuly provided Stokke with the information they needed to look at, operations that will happen differently and departments that will get involved.

“

The circuly team brought in a lot of knowledge about how to set up a solid and scalable subscription model.

Felix Raab, Stokke

3. Knowledge base + personal contact

circuly has a dedicated knowledge base on how to use the circuly software, latest developments and features, and guides on how to make the most out of the rental business. The Stokke team is benefiting a lot from the resources available in the circuly knowledge loop on how to use circuly most efficiently” - when running the model.

“

We really appreciate the perfect mix between customer support and available resources.

Joss Hänisch, Stokke

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What Does "Success" Mean for Stokke?

Measuring performance is crucial for any kind of business activity. Especially for eCommerce translating efforts-put-in to the outcome achieved is basically the norm to go forward.

The same is true for **subscription eCommerce**.

How do we measure success in subscription eCommerce? - By looking at some Key Performance Indicators (KPI).

But the difference between eCommerce and subscription eCommerce is what is defined as a performance indicator in the first place.

Typical eCommerce-specific KPIs such as monthly sales, orders, and conversion rate are **insufficient**.

To measure success and performance, subscription businesses look at **subscription-specific KPIs** like Monthly Recurring Revenue (MRR), Churn, Avg. Revenue per Customer, Customer Acquisition Cost (CAC), Customer Lifetime Value (CLV) and so on.

GOALS

Why is setting goals and KPIs important?

Typically every project starts with a goal and it is essential to set one for the following reasons.

1. To defines the scope of the pilot

Setting a goal defines what the company aims to achieve with the pilot. Is it to learn more about the industry, to learn more about the product, to test acceptance for a new product etc.

2. To define what is "success"

Different companies have different goals with their pilot and not all subscription specific KPIs are relevant to an organisation. Setting a goal helps to define how success is defined for the project.

3. If successful, the next steps

For a subscription pilot setting KPIs in place ensures that towards the end of the pilot one can see whether or not the pilot was successful enough for a full market launch and if the end results are worth the efforts put in.

When it comes to concluding whether or not the rental pilot was successful, Stokke has set a few KPIs that will help them understand whether or not the rental pilot was successful.

Given below are Stokke's KPIs

ONE

Rent 70% of the pilot products.

When Stokke launched the rental pilot they did so only for a limited amount of products and a good indicators for Stokke is if they are able to rent 70% of these products.

The customer journey is important and influences their decision making the most.

TWO

NPS over 40

NPS or Net Promoter Score is a measure to gauge customer loyalty, satisfaction and enthusiasm. A NPS over 40 is a good indicator for Stokke regarding the success of the pilot.

THREE

Compare different subscription offers

By the end of the rental pilot Stokke aims to gather more information about which subscription offers work and which don't.

FOUR

Refurbish at least 50% of the returned products

The rental pilot will be a success if Stokke is able to refurbish 50% of the returned products.

FIVE

Learn how products behave in the refurbishment process

With the rental pilot, Stokke wants to learn more about how their products behave in the refurbishment process. Stokke is looking for questions like how long does it take to refurbish one product, how much can be refurbished and how big are the margins for refurbishment.

About circuly: A Turnkey Solution

circuly is an **API-powered** subscription management software for **physical products** that makes **renting** products via eCommerce as easy as selling them online.

We support companies of all sizes to develop, **launch, manage** and **scale** subscription-based business models for physical products.

With circuly you can do the following:

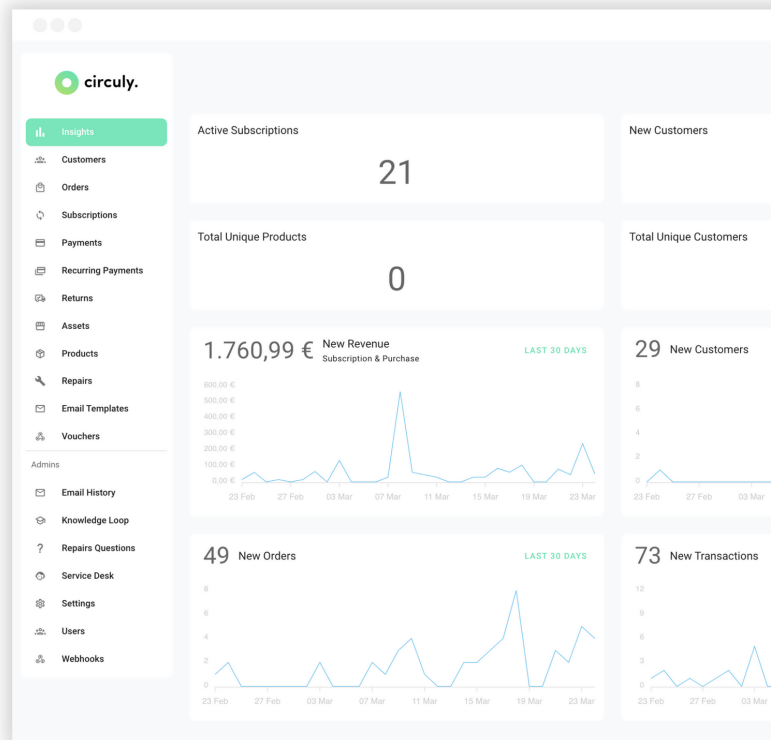
- 1 Develop a new sustainable business model within months**

We support you in business model innovation, developing a sustainable business model from scratch and launching it within months.
- 2 Stay focused on your core competence**

With circuly you can continue to focus on your core competence, brand and customers. We take over the responsibility of business model innovation and bringing your customer journey to-life.
- 3 Participate in the growing re-commerce market**

circuly supports you in exploring the subscription landscape and learn from it in order to build sustainable and circular businesses of the future while increasing your revenue potential.
- 4 Explore new ways of growing your business**

We support you in business model innovation as a way to grow and build diversified revenue streams.

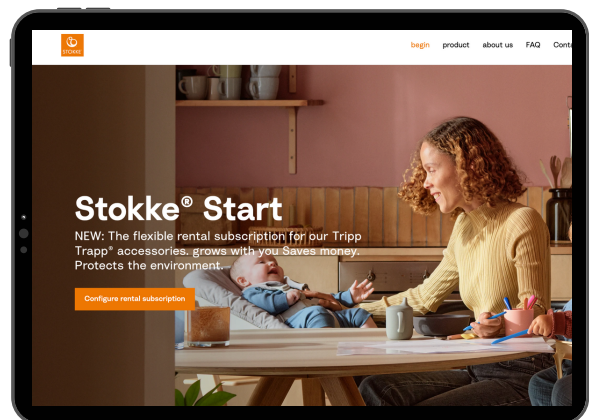


“

The circuly team brought in a lot of knowledge about how to set up a solid and scalable subscription model.

Felix Raab, Stokke

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