THE BRIEFING · PRACTICAL TOOLKIT

Circular Furniture Retention Brief

How to turn a client furniture reporting obligation into a reason they stay.

Circular furniture is usually filed under sustainability. That filing is a commercial risk. When a client cannot get furniture outcome data from their provider, it leaves a gap in their own report, and that becomes a reason to question the provider at renewal. **Here is how to make circular furniture work for retention instead of against it.**

FIVE POSITIONING MOVES

1 Raise it before the client does

The provider who brings furniture outcome reporting to the client unprompted looks proactive. The one who gets asked and cannot deliver looks exposed. **Put it on the account review agenda before the client sustainability team comes asking.**

2 Frame it as solving their problem, not selling your service

The client wants to close a gap in their ESG report without extra work. **"We can give you furniture outcome data that drops straight into your reporting"** is a retention message. "We are committed to sustainability" is not.

3 Make the client look good to their stakeholders

Retention is built on making the client look good to the people they answer to. A clean outcome report with items reused, donated, and recipient organisations named is **evidence the client can put in front of their board or investors.**

4 Use it as a differentiator at renewal

Most competitors still treat this as an afterthought. Demonstrate furniture outcome reporting as a standard capability with real examples, and **name it explicitly in renewal documents.** The incumbent comparison will not have it.

5 Get ahead of the tender

Circular outcomes are starting to appear in FM tender criteria. Have the capability and the evidence before it becomes a scored requirement. **Wait until a tender demands it and you are catching up under pressure.**

THE ONE SHIFT THAT CHANGES EVERYTHING

Stop treating circular furniture as a cost to be minimised. Start treating it as a retention lever to be invested in. **The capability that lets you answer the client furniture question is the same capability that makes you harder to replace.** That is not a sustainability expense. It is account protection. It only works if you have a partner who captures and reports the data.