

Measuring marketing success for circular business models:

List of indicators

Marketing professionals are essential to scaling circular business models (CBMs), and measurement can be a powerful tool to guide them.

The right set of indicators and metrics can:

- **Demonstrate how circular economy efforts help achieve key marketing and business goals.** By assessing the impact of circular offerings on brand performance, marketers can build a clearer picture of how CBMs support brand growth, business resilience, climate action, and other organisational objectives.
- **Inform strategic decisions on how to drive consumer adoption of circular offerings.** By understanding how messages, channels, or tactics engage customers across the acquisition, use, and post-use stages, marketers can learn what works, adapt accordingly, and help scale circular initiatives more effectively.
- **Align teams around a shared direction and recognise marketing's role in the shift to a circular economy.** By embedding circular economy indicators into marketing teams' strategies and incentive programmes, marketing leaders can guide employee behaviour, unlock internal momentum, and channel resources and skills into circular business transformation.

However, typical marketing dashboards can be unfit for measuring marketing performance in a circular business model. For example, a fashion brand that tracks success by the volume of garments sold may be reinforcing a make-more, sell-more approach, without questioning how value is being created for the customer, the brand, or the wider system. This could make it harder for marketing teams to justify investments to help scale circular business models, like rental or repair, which aim to drive revenue and market growth without increasing the production of new garments.

Traditional performance indicators may not capture the value that circular business models offer to marketing teams and the wider business. For instance, a beverage company measuring success in terms of the volume of single-use bottles sold could miss signals of increased brand loyalty or customer lifetime value associated with refill offerings. Without this broader perspective, marketing teams may be making strategic choices without fully understanding the potential of circular routes to growth.

In partnership with Kantar, we have developed practical measurement guidance across eight performance areas to help marketing teams support the shift to circular business models and behaviours at scale, while delivering on their key priorities. There are four performance areas where marketers can take a leading role, and four performance areas that they may not be responsible for but they can influence. Our approach builds on familiar categories of marketing performance, evolving them to reflect how circular business models can deliver returns within the constraints of our current linear system as well as how we can measure the unique benefits and value of circular business models in a circular economy.

This is not a one-size-fits-all approach – not every metric will apply to every organisation, business model, market or product. Relevance, reporting periods and data availability will vary by sector, and each brand will need to decide which teams are best placed to track progress, share insights, and drive action towards circular business transformation.

Discover examples from brands on our [interactive website](#).

WHERE MARKETING TAKES THE LEAD

Performance Area	Suggested priority indicators	Complementary indicators to consider
Commercial 	<ul style="list-style-type: none"> • Absolute revenue from circular offering • Share of revenue from circular offering versus total portfolio • Percentage increase in total circular sales (monetary or units), and year-on-year trend 	<ul style="list-style-type: none"> • Net Promoter Score (NPS) among customers of circular offerings, compared to linear benchmark • Percentage change in corporate reputation score attributed to circular offering marketing activations • Number of unpaid or positive earned media exposures about circular offerings, compared to linear benchmark
Brand 	<ul style="list-style-type: none"> • Circular contribution to brand value (e.g. percentage change in key brand metrics, e.g. quality, trust, innovativeness, purpose) • Percentage of target customers aware of circular offerings offered by brand 	<ul style="list-style-type: none"> • Percentage of (core) campaigns with embedded circular messaging (e.g. offerings, lifestyles or behaviours) • Percentage of advertising budget spent on promoting circular offerings versus total portfolio • Number of website clicks/searches for circular offerings attributed to a campaign, compared to total portfolio benchmark
Creative 	<ul style="list-style-type: none"> • Percentile ranking of creative quality of advert for circular offering (e.g. short term persuasiveness & long term equity build), versus portfolio benchmark • Percentage sales uplift of circular offering attributed to a campaign • Number of new-to-brand customers attributed to a circular campaign 	<ul style="list-style-type: none"> • Percentage of (core) campaigns with embedded circular messaging (e.g. offerings, lifestyles or behaviours) • Percentage of advertising budget spent on promoting circular offerings versus total portfolio • Number of website clicks/searches for circular offerings attributed to a campaign, compared to total portfolio benchmark
Customer 	<ul style="list-style-type: none"> • Customer lifetime value (CLV) of circular offering versus total portfolio benchmark • Customer retention rate of circular offering versus total portfolio benchmark • Consumer sentiment of circular experience 	<ul style="list-style-type: none"> • Number of repeat purchases from circular offering customers versus total portfolio benchmark • Number of post-use items recirculated by customer (back to brand/peer-to-peer/or through other platforms) • Number of positive customer touchpoints after the initial sale (e.g. through repair service)

WHERE MARKETING CAN INFLUENCE

Performance Area	Suggested priority indicators	Complementary indicators to consider
Talent 	<ul style="list-style-type: none"> Employee Net Promoter Score (eNPS) of those working on circular offerings versus linear Employee retention rate for marketing roles for circular offerings versus marketing team benchmark 	<ul style="list-style-type: none"> Cost per hire for circular marketing roles for circular offerings versus marketing team benchmark Number of job applications per marketing role for circular offerings versus marketing team benchmark Marketing performance bonuses linked to circular metrics, such as an increase in the number of circular business model transactions
Innovation 	<ul style="list-style-type: none"> Percentage of new products and services designed to achieve increases in longevity (functional and emotional), reusability or repairability compared to existing offerings Percentage reduction in environmental impact of new circular offerings during production, use and post-use phases, compared to existing offerings Rate-of-return over a defined time period 	<ul style="list-style-type: none"> Projected number of new customers attracted specifically by the availability of new circular offerings Percentage of circular innovation projects that have engaged with marketing function (or consumer insights) in the proposition development process Number of marketing employees trained in circular business model innovation
Organisational transformation 	<ul style="list-style-type: none"> Number of recovered post-use items for resale (data may be shared by supply chain, marketing and sustainability teams) Displacement rate (i.e. the rate at which buying, renting, or repairing an item through a circular business model displaces the purchase of a new item) Percentage change in absolute carbon emissions attributed to circular offerings (may be relevant to all teams, but driven and monitored by sustainability teams) 	<ul style="list-style-type: none"> Cost savings driven by circular business model efficiencies Percentage of IT budget dedicated to reverse logistics solutions Volume of total packaging weight reduction attributed to circular offerings Percentage of portfolio with digital product passports Number of employees working in reverse supply chain
Industry transformation 	<ul style="list-style-type: none"> Percentage reduction in consumer value-action gap (e.g. the percentage of people who say they want to purchase circular offerings or adopt circular behaviours versus the percentage of people actually purchasing circular offerings or actively adopting circular behaviours) Positive shift in public opinion, attitudes, and actions in support of circular offerings and behaviours 	<ul style="list-style-type: none"> Number of consumers mobilised to actively take action on circular economy issues (e.g. number of signatures for circular policies like Right to Repair Europe) Number of brands that allocate marketing budget to support circular economy policy initiatives (e.g. Business Coalition for a Global Plastics Treaty) Number of consumers sharing information on circular offerings and behaviours with their own networks (e.g. social media trends)



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