

CASE STUDY

Effective and Scalable Secondhand Solution

We are helping Lindex create an effective and scalable secondhand solution by optimizing the collection and sorting of children's clothing for their circular business model.

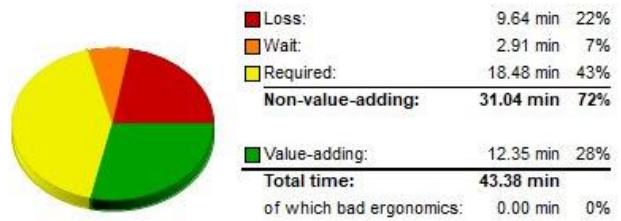
BACKGROUND

Lindex, an international fashion company, operates approximately 440 stores across 18 markets, in addition to a strong online presence through its own e-commerce and third-party partners. Offering a wide range of women's clothing, children's clothing, lingerie, and cosmetics, Lindex is committed to integrating sustainability into its business model.

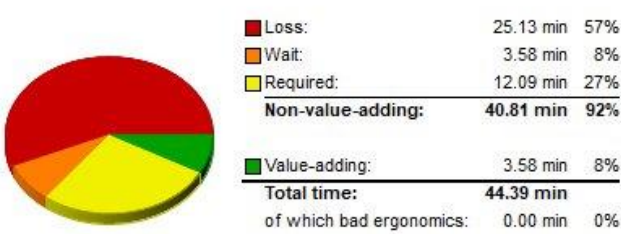
In 2020, Lindex began exploring secondhand fashion as part of its circular business approach, initially focusing on the collection and resale of secondhand children's clothing. By 2024, the company sought to take this initiative further by developing an effective and scalable take-back solution, where garments are collected, valued, and sorted.

To achieve this, Lindex partnered with Science Park Borås, whose CircularHub is leading the charge to transform the fashion industry toward sustainability. As part of their mission, CircularHub is working to scale up the secondhand market in Sweden. In collaboration with Lindex, they engaged Virtual Manufacturing to kickstart this project, focusing on innovative solutions to make secondhand fashion a larger, more sustainable part of the industry.

FROM ARRIVAL TO STORAGE



FROM STORAGE TO DELIVERY



APPROACH

Virtual Manufacturing initiated the project with a comprehensive pre study, where the first step was to map the current state ("as is") in detail. This involved analyzing how Lindex handled the collection and distribution of garments, from customer returns to the point when the garments were ready for sale in stores. Since many steps in the process were still carried out manually, we identified several areas with potential for improvement.

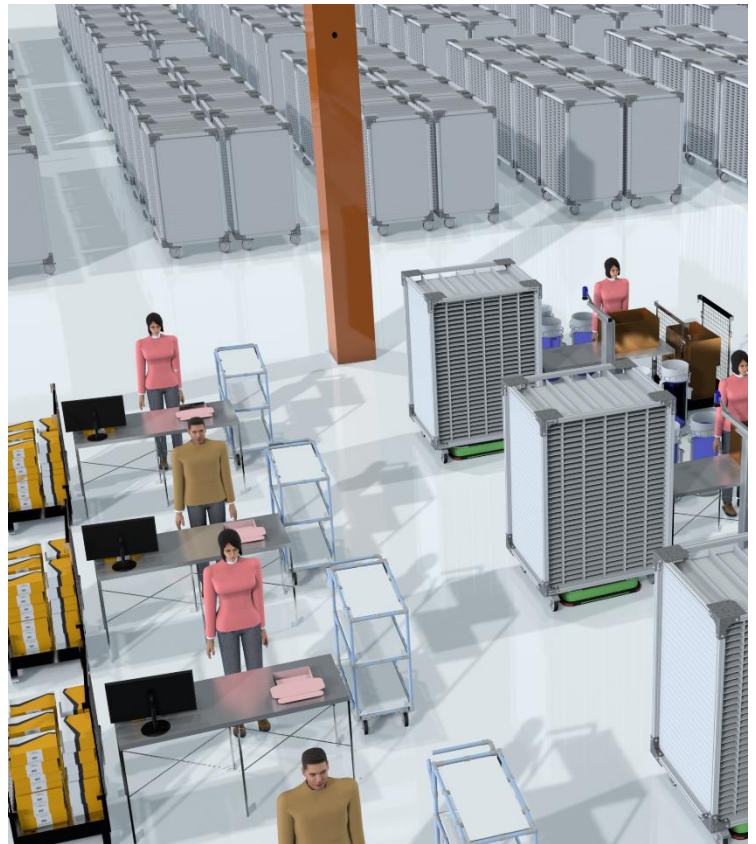
We started by scanning the facilities with our NavVis system and mapping the existing workflows. At the same time, the process was documented on film to provide a complete picture of each work step. This film was then used for a time study, where the analysis was broken down in AVIX to identify non-value-adding activities.

To further deepen our understanding, we conducted interviews with the staff. Through these conversations, we were able to assess which parts of the process were value-adding and which resulted in wasted time or resources. The combination of our technical analyses and the insights from the staff gave us a foundation for developing improvement suggestions. These proposals were designed as future ("to be") solutions that are both efficient and scalable, focusing on optimizing workflows and eliminating unnecessary work steps.

The initial findings from this project will be featured in a report on CircularHub.se, which will explore how the secondhand business can be scaled up to create a more sustainable fashion industry. The report aims to serve as a model not only for large companies but also for small and mid-sized businesses looking to expand their secondhand operations and contribute to a more sustainable future.

RESULTS

- 1 A clear picture of today's operations, including the estimated cost per garment.
- 2 Several proposals for future solutions that enable scalability and efficiency.
- 3 This transformed Lindex's abstract ideas into concrete proposals for improvements to workstations and the physical movement of garments.
- 4 Possibility to implement a solution on a small scale with the potential to expand.



Virtual Manufacturing has been an important partner in our transition from the innovation phase to developing a scalable and efficient process. Their ability to understand and meet our needs has been key to us being able to take the next step in our circular business model. We have especially appreciated the regular status updates and how Virtual has absorbed our knowledge and our views during the course of the project."

- Ida Hördegård, Lindex

Virtual Manufacturing has quickly embraced the understanding of the sustainable needs for circularity in the fashion industry, and we're thrilled to have initiated this work at Science Park Borås. This collaboration is helping us gain valuable experience that will enable companies to scale their secondhand operations and contribute to a more sustainable future,"

- Anett Aldman Project Manager at Science Park Borås.
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