

Neutra continues relaunch with new products and a shop in the USA

Three years after its acquisition by Emanuele Chicco Busnelli, the historic Brianza-based company has expanded its product range, targeting a niche market

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▲ Neutra, Monochrome Affinity

Key points

- The Relaunch Plan
- Range expansion and distribution
- Industrial and commercial investments

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When Emanuele Chicco Busnelli took over Neutra almost three years ago, he explained to our newspaper that his aim was to make available to this small but promising Brianza company the resources, contacts and skills he had acquired during the years he had spent working at B&B Italia (the company founded by his father Piero Ambrogio in 1966 under the name C&B Italia, together with Cesare Cassina).

The recovery plan

The plan was ambitious: to bring this historic company, founded in 1880 and specialising in the art of working marble, granite, onyx, stone and quartz, not only to grow in terms of turnover with an average annual increase of around 50%, but above all to expand the catalogue offered by Neutra from just bathroom furniture to the living, dining and bedroom areas, also introducing metal and fabric work.

And, almost three years later, Busnelli says he is satisfied with the results achieved. "We made a major effort from an economic and labour point of view, because the starting situation was not easy," he says. "The company only produced bathrooms and a few other furnishing elements and was not sailing in very good waters. However, I was very interested in the quality of the work of this small company and we decided to invent a project that was different from the traditional production of the furniture sector, creating a brand that reflected something exclusive, unique and extremely customisable'.

Range expansion and distribution

To work on such a high market niche, the choice of dealers is crucial: '80 per cent of dealers are used to selling by catalogue, we on the other hand have a catalogue, but each product is customised and we look for dealers who can understand and explain this added value to customers.

Today, Neutra is beginning to have a catalogue of some interest, also in terms of the number of products. In 2023, Nutra launched the living collection with the first product (the La Grande Muraglia sofa by Mario Bellini), in 2024 20 new products were introduced, in 2025 another 20 pieces for the living, dining, sleeping and bathroom areas, and another 20 will be presented at the Salone del Mobile 2026.

The expansion of the range will come to cover almost all environments. At the moment, the kitchen remains excluded, because Busnelli is working on the hypothesis of a partnership with a company that will produce the oven and cooker, while the container part will be made by Neutra.

2025 was a key year in the development of the company's new distribution, which also reflects its new vocation. "We have opened the sales of new products, meeting the first potential business customers during the last Show," explains Busnelli. "The objective is to find, within 3-4 years, a maximum of 25-30 dealers worldwide, because we want to remain an extremely niche brand and also because we are looking for partners who are determined to embrace our philosophy and values and customise them for the end customer.

Even on the contract side, the development plan does not envisage large deliveries for hotels or residential buildings, but turnkey projects for e.g. a single suite or a private villa. Consequently, the growth prospects aim to reach 10-15 mln in the next 5-6 years 'at most', Busnelli emphasises, with a workforce of around 20 units that could grow to 30 but no more. Not least because all products are made in very small numbers (from 10 to 30 units), almost all of them are limited editions, and even those that are not will stop being produced after a certain period. Because the logic is always to target customers who do not want to have what everyone else (or many others) have at home.

Industrial and Commercial Investments

To achieve this, major investments were made in the factory, with new marble processing machinery. To date, EUR 800,000 has been invested in new equipment, a figure that exceeds EUR 1.1 million if the works to upgrade the factory are also considered. Also because, observes Busnelli, it is not easy to find the professionals capable of producing the quality of finish sought after. "With these machines, we are able to reduce manual processing times and this is an important aspect, because marble finishing is a very tiring job and we have to preserve the health of our craftsmen and workers," he adds. I hope in the future to find people capable of guaranteeing a turnover, but it is difficult: as of today we have three finishers and I am struggling to find another one to add to the team.

As far as markets are concerned, Neutra is looking with great interest at the United States (where no impact from tariffs is expected), in particular Los Angeles where, following the terrible fire last January, there is a need to rebuild many luxury villas, and where Neutra is about to open a 700-metre shop. The company is also in talks to open spaces in Dubai, China, Spain, New York, Miami and Milan.