

Contents

1	Mankind vs. Reality	1
	The Science of Problem Solving	3
	References	5
 Part I Business and Organizational Aspects of Circular Economies		 7
2	Development as a Process of Organization	9
	The Organization of a Circular Economy	12
	A Development Over a Century	14
	References	18
3	The Author's Journey	19
	Earlier Thoughts on Sustainability, Circular Economy, and Transformation	21
	Technology Development, Business Transformation, and Peak Oil	23
	References	25

4	The Circular Economy and Business Challenges	27
	Understanding Innovation and Business Development	29
	Imminent Threats	33
	Carbon Dioxide and Global Warming vs. Resource Depletion	36
	The Experience Curve	37
	References	39
5	Complexity: The Tightly Woven Fabric of Society	41
	Complexity in Modern Society	42
	The Increasing Specialization in the Linear Economy	44
	Increasing Specialization of the Circular Economy	47
	Reference	48
6	Could Resource Shortages Cause Problems?	49
	Complex Development	52
	Driving Change	58
	A Collaborative Effort	58
	A Systems Perspective	59
	References	61
7	Multiple-Helix Collaboration for the Development of a Circular Economy	63
	A Multiple-Helix Innovation System	64
	The Role of Governments	66
	Research and Training	68
	Non-government Organizations	69
	Civic Society and the General Public	71
	Company and Public Sector Procurement	72
	References	75
8	Managing Change	77
	Change Management	80
	Early Phases of Transformation	83

The Savings Paradox	84
Dismantling Obsolete Systems	86
Mindset and Behaviour Change	88
Leading Through Change	88
References	95

Part II Challenges by Industry and Business Sector 97

9 Local Production and Distribution Systems 99

The Current Situation	100
Transformation to Local Production and Distribution Systems	101
The Development of Local Markets	102
Efficient Systems for Local Production	104
Local Value Chains	105
Local Food Production	106
Volume Growth	107
Secondary Qualities	110
The Role of Large Firms	112
Customers Form Industries	112
Steps to Change	113
Disruptive Aspects of Change	117
From Global to Local Production and Distribution	118
Procurement Strategies	119
A New Focus	120
Opportunities for Local Production Offered by Digitalization	121
Changing Customer Preferences	122
References	126

10 Sharing and Extended Use 127

The Present Situation	128
Sharing Models	128
Growth Opportunities and Patterns of Use	131

	The Product as a Service	133
	Inexpensive Alternatives	134
	Potential Growth Areas	134
	Genuinely Circular?	136
	Steps to Change	137
	Aspects of Disruptive Change	139
	Extended Use	141
	Steps to Product Life Extension	145
	Aspects of Disruptive Change	148
	References	149
11	Standardization and Modularization	151
	The Development and Growth of Lean Production	153
	Design and Redesign	157
	Aspects of Disruptive Change	161
	References	161
12	Recycling and Upcycling	163
	Corporate Remanufacturing	165
	Materials Recycling	166
	Materials Difficult to Recycle	167
	Steps to Recycling and Upcycling	168
	Aspects of Disruptive Change	169
	References	170
13	Biologically Based Materials	171
	Existing Value Chains	173
	Transforming Plastics	174
	Plastics from Wood	177
	Competition with Food Production	177
	The Volume Issue	178
	Steps to New Materials	180
	Aspects of Disruptive Change	181
	References	183

14	Transportation Systems, Renewable Fuels, and Energy Efficiency	185
	Scarcity and Climate Change	185
	Reduced Dependence on Oil?	188
	The Challenge of Transportation	190
	A Web of Interrelationships	197
	Saving Power in Existing Applications	199
	Steps to the Transformation of Transport Systems	201
	Market Analysis and Programme Planning	207
	References	214
15	Construction, Infrastructure, and Digital Technologies	215
	Examples of Circular Models in Construction-Related Areas	216
	Digitalization	218
	Examples of Circular Business Models Based on Digital Technologies	219
	The Main Direction of Digital Development	219
	Brief, but Important	220
	References	221
16	Life-Sustaining Resources and Technologies	223
	Health Care	224
	Utilities	225
	Work	226
	Risk Management	227
	References	228
17	Financial Innovations	229
	Financial Risk Taking	231
	Financial Innovations Support Circular Development	232
	Crowd Funding	233
	Complementary Monetary Systems	233
	Cryptocurrencies	235
	Reforming the Global Economy?	236

Aspects of Disruptive Change	238
References	240
18 General-Purpose Technologies as the Basis for Transformation	241
Is Rapid Transformation Possible?	247
Venice and the Preparations for the Fourth Crusade	251
The Volume Issue Revisited	252
References	253
Part III A Way Forward	255
19 Risks and Logical Fallacies	257
Great Expectations	259
The Paths of Peak Resources	263
Understanding and Prioritizing	266
Fallacies of Experts and Decision Makers	269
References	273
20 Planning the Way Forward and Reality Check	275
Steps to Circular Economic Flows	275
Reality Check	277
21 Paradigms, at Last	281
Scientific Revolutions	281
The Circular Economy as a Paradigm Shift	283
Merging Paradigms	285
References	287
Epilogue	289
Index	295