

# Contents

*List of Figures and Tables*

*Preface*

*Acknowledgements*

## PART I

### An Overview

#### 1 The Challenges of the Produce-Use-Dispose Model

*1.1 Introduction*

*1.2 Exceeding Planetary Natural Thresholds*

*1.2.1 Boundary: Climate Change*

*1.2.2 Boundary: Loss of Biosphere Integrity*

*1.2.3 Boundary: Changes to Biogeochemical Flows –Nitrogen and Phosphorus*

*1.2.4 Boundary: Freshwater Use*

*1.2.5 Boundary: Land Use Change*

*1.2.6 Boundary: Release of Novel Entities*

*1.2.7 Boundary: Atmospheric Aerosol Loading*

*1.2.8 Boundary: Ocean Acidification due to Fossil Fuel CO<sub>2</sub>*

*1.2.9 Boundary: Loss of Stratospheric Ozone due to Chlorofluorocarbons (CFCs)*

*1.3 Scarcity of Raw Materials and Price Volatility*

*1.4 Rising Middle-Class Population*

*1.5 Structural Inefficiencies of the Current Economic Model*

*1.6 Conclusions*

#### 2 An Introduction to the Circular Economy

*2.1 Introduction*

*2.2 Biosphere and Technosphere Products*

*2.3 Technological, Regulatory, and Social Factors*

*2.4 Conclusions*

## PART II

### Circular Economy Strategy

### 3 A CE Framework for Action

#### *3.1 Introduction*

#### *3.2 EMS vs CE*

#### *3.3 CE Guiding Principles*

#### *3.4 CE Business Objectives*

#### *3.5 CE Areas of Intervention*

##### *3.5.1 Innovative Product Design*

##### *3.5.2 Reverse Cycles*

##### *3.5.3 Green Internal Operations*

##### *3.5.4 Supplier Engagement*

##### *3.5.5 Internal Alignment*

##### *3.5.6 External Collaboration*

#### *3.6 Conclusions*

### 4 CE-Enabling Technologies

#### *4.1 Introduction*

#### *4.2 Digital Technologies*

#### *4.3 Design and Engineering Technologies*

#### *4.4 Conclusions*

### 5 Business Models for a CE

#### *5.1 Introduction*

#### *5.2 Net-Zero Innovation*

##### *5.2.1 Profit Sources*

##### *5.2.2 Most Suitable Products/Markets/Industries*

##### *5.2.3 Key Areas of Intervention for Implementation Strategy*

#### *5.3 Servitization*

##### *5.3.1 Profit Sources*

##### *5.3.2 Most Suitable Products/Markets/Industries*

##### *5.3.3 Key Areas of Intervention for Implementation Strategy*

#### *5.4 Product Life Extension*

##### *5.4.1 Profit Sources*

##### *5.4.2 Most Suitable Products/Markets/Industries*

##### *5.4.3 Key Areas of Intervention for Implementation Strategy*

#### *5.5 Product Residual Value Recovery*

##### *5.5.1 Profit Sources*

##### *5.5.2 Most Suitable Products/Markets/Industries*

##### *5.5.3 Key Areas of Intervention for Implementation Strategy*

#### *5.6 Conclusions*

## PART III

### CE Strategic Management

### 6 Introducing the CE Strategic Process

#### *6.1 Introduction*

## *6.2 Organizational Culture*

## *6.3 The CE Strategic Process*

## *6.4 Current Strategy Identification*

## *6.5 Idea Trees*

### *6.5.1 Supporting Methods for Idea Tree Analysis: Circular Brainstorming*

## *6.6 Conclusions*

# **7 CE Data Collection and Prioritization: Firm, Industry, and External Levels of Analysis**

## *7.1 Introduction*

## *7.2 The Value Chain*

### *7.2.1 Supporting Methods for Undertaking Value Chain Analysis: Interviewing Key Personnel*

## *7.3 The VRIE Framework*

### *7.3.1 Value*

### *7.3.2 Rareness*

### *7.3.3 Imitability*

### *7.3.4 Exploitation*

## *7.4 Five Forces*

### *7.4.1 Supporting Methods for Undertaking CE Industry Analysis: Interviewing Key Personnel*

## *7.5 PEST Analysis*

## *7.6 Supporting Methods for Undertaking PEST Analysis: Interviewing Key Personnel*

## *7.7 Conclusions*

# **8 CE Data Integration**

## *8.1 Introduction*

## *8.2 PEST vs Five Forces Matrix*

## *8.3 SWOT Analysis*

### *8.3.1 SWOT Adaptation #1: The Dynamic CE-SWOT*

### *8.3.2 SWOT Adaptation #2: The CE-TOWS Matrix*

## *8.4 Conclusions*

# **9 Determining Your Preferred CE Position**

## *9.1 Introduction*

## *9.2 Strategic Quadrant*

### *9.2.1 Supporting Methods for Market Positioning: Interviewing Key Personnel*

## *9.3 Approaches to Internationalization*

### *9.3.1 Supporting Methods for Internationalization Decision-Making: International Strategic Alternatives Checklist*

## *9.4 Conclusions*

# **10 Gap Analysis, CE Strategy Formulation, and Planning**

## *10.1 Introduction*

## *10.2 Gap Analysis*

### *10.2.1 Supporting Methods for CE Gap Analysis: Environmental Impacts Table*

### *10.2.2 Supporting Methods for CE Gap Analysis: Circular Readiness Assessment*

## *10.3 Formulating a CE Strategy*

### *10.3.1 Supporting Methods for CE Strategy Formulation: Decision Priority Matrix*

- 10.3.2 Supporting Methods for CE Strategy Formulation: The Three-Step Process for Piloting CE Ideas
- 10.4 *CE Strategic Planning*
  - 10.4.1 Supporting Methods for Strategic Planning: Alternative Approaches Checklist
- 10.5 *Conclusions*

## PART IV CE @ 360°

### 11 Tools for CE Analysis at a Micro Level

- 11.1 *Introduction*
- 11.2 *Life Cycle Assessment (LCA)*
- 11.3 *Life Cycle Costing (LCC)*
- 11.4 *Material Input per Unit of Service (MIPS)*
- 11.5 *Conclusions*

### 12 Tools for a CE Analysis at a Macro Level

- 12.1 *Introduction*
- 12.2 *Material Flow Analysis (MFA)*
- 12.3 *Value Chain Analysis (VCA)*
- 12.4 *Environmental Input–Output Analysis (EIOA)*
- 12.5 *Life Cycle Assessment (LCA)*
- 12.6 *Ecological Footprint (EF)*
- 12.7 *Environmentally weighted Material Consumption (EMC)*
- 12.8 *Land and Ecosystem Accounts (LEAC)*
- 12.9 *Human Appropriation of Net Primary Production (HANPP)*
- 12.10 *Environmental Impact Assessment (EIA)*  
*and Strategic Environmental Assessment (SEA)*
- 12.11 *Cost–Benefit Analysis (CBA) and Cost-Effectiveness Analysis (CEA)*
- 12.12 *Conclusions*

### 13 Conclusions

*Index*