

SHAPING THE CIRCULAR ECONOMY

RECOMMENDATIONS FOR
BUSINESSES AND INDUSTRY



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INTRODUCTION

Companies are increasingly aiming to reduce their dependencies on raw materials and seeking sustainable business models. Nevertheless, the transformation to a Circular Economy is proving cumbersome. There is much discussion of initiatives and innovations for the circular economy – that is, the reduction of material input and the reuse and recycling of previously used materials. However, the main focus in research as well as in practice is on what the Circular Economy could be, rather than how companies can successfully make the transformation. Several organisational barriers stand in the way of strategic implementation and effective cooperation among companies. Drawing on our extensive research and practical work with companies and industry consortia, we have identified the critical success factors in the transition to a Circular Economy. We consider why the transformation raises challenges and share practical steps to overcome them, looking at three crucial areas:

1. REINVENTING INCUMBENTS

How should established companies transform themselves?

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2. TRANSFORMING VALUE CHAINS TOGETHER

How can we build successful multi-stakeholder collaborations?

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3. DISRUPTIVE POWER OF START-UPS

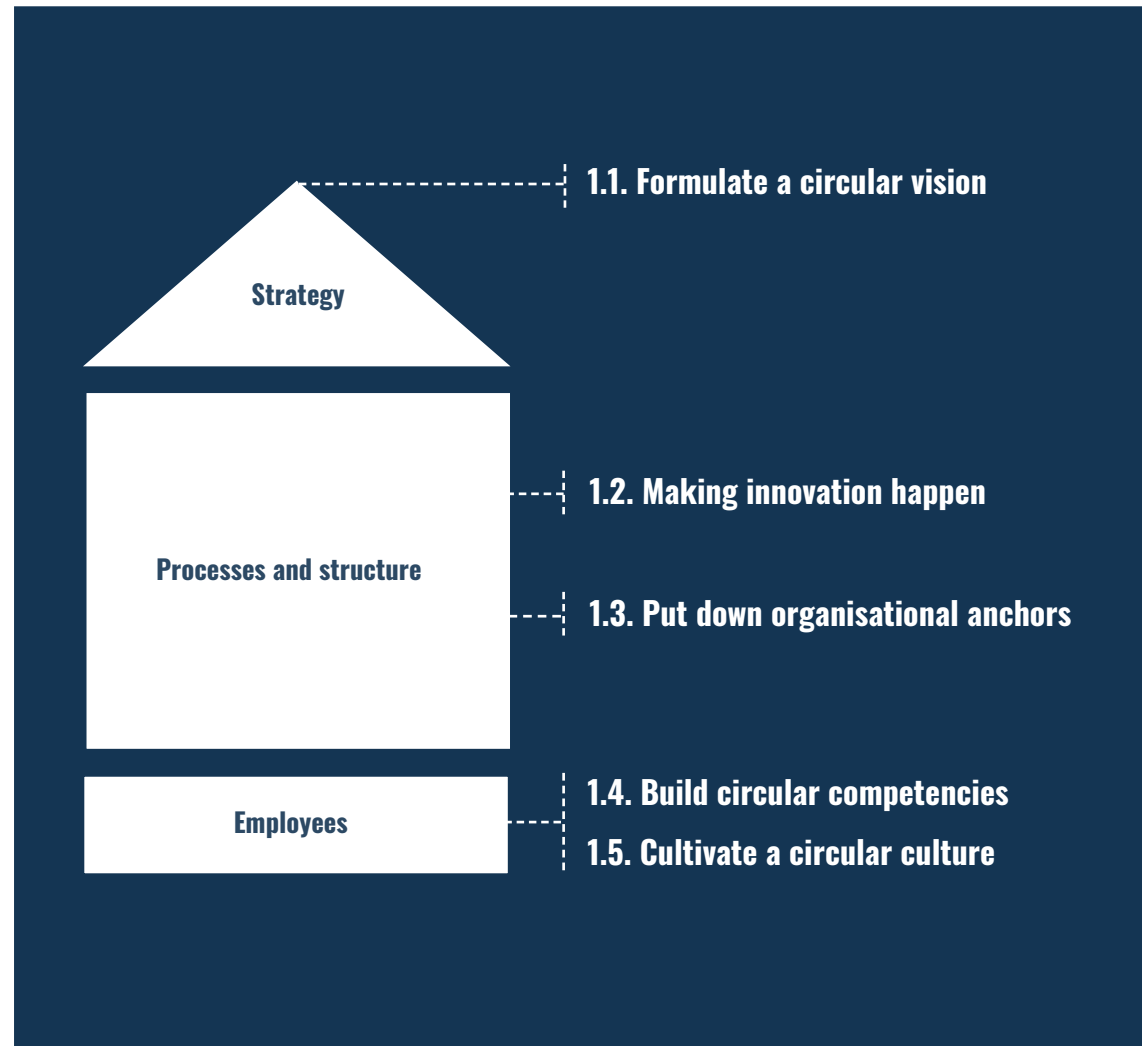
How do innovative start-ups drive industry transformation, and how can incumbents support them?

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1. REINVENTING INCUMBENTS

How should established companies transform themselves?

The transition from linear to circular value creation is a fundamental change that entails transforming every part of a firm. It touches on vision, strategy and innovation processes, organisational structure, resources, competencies, culture and – most importantly – each and every employee of the firm. All too often, these aspects take a back seat to technological challenges, regulatory frameworks or the demands of ‘business as usual’ – but transitions cannot succeed without them. In the following sections, we look at five action areas for holistic Circular Economy transformations in established companies.



1.1 FORMULATE A CIRCULAR VISION

Everything begins with a clear vision. However, it often takes a while to see what the Circular Economy will mean for your industry, or how your own company or business model might look. The first step is to explore how your company will create value in the future. The key questions are:

- How is our industry and value chain changing?
- What is our role in these changes?
- What value do we create for our customers – now, and in the future?
- How will we make money in the long term?
- What risks are we exposed to (e.g., resource scarcity, climate change, regulation, etc.) and how can a circular business model help us minimise these risks?

Your circular vision will be your lodestar for the transformation journey. To stay on course, it's essential to set concrete goals and measure progress through quantitative success indicators. One important tool is to build Circular Economy indicators into the performance targets agreed with managers, teams and departments.

1.2. MAKING INNOVATION HAPPEN

There are so many approaches to circular innovation that finding the most promising solutions can be a challenge. When new innovations have different requirements from your established business, tensions may arise with existing processes, structures and competences. Circular initiatives often appear less promising than linear ones at first, so they get put on the back burner. That's why it's vital to see the circular transformation as an innovation process and explore new avenues with an open mind. Managers will need to play an ever-changing role as the needs of the transformation evolve.

EXPLORE: Set your sights on something truly new

When you first start looking for circular solutions, it's tempting to simply adapt existing linear practices and products – for example, by making efficiency improvements or replacing individual materials with others that are easier to recycle. But these sorts of incremental changes will never realise the long-term potential of genuinely circular solutions. Decision-makers can encourage a big-picture view by launching a wide-ranging search – both inside and outside the firm – for new and different approaches. Innovation contests, collaborations with external innovation networks or alliances with other firms can all help to sow the seeds of innovation.

PILOT: Create a space to try out new ideas

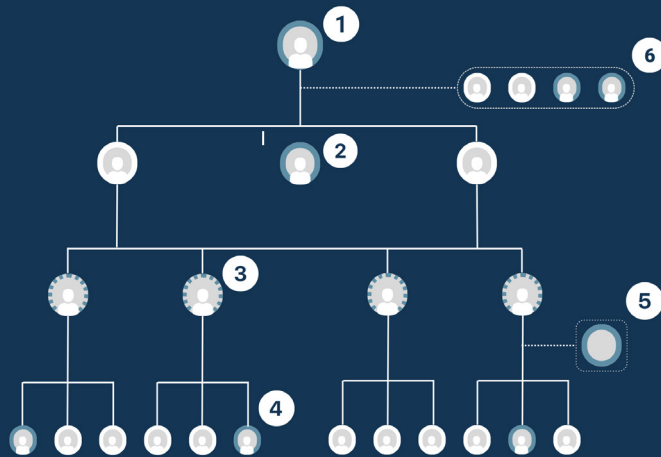
New circular business ideas are rarely viable straight away and might even raise tensions with your existing business model. You may need very different operations and structures, leading to friction with the existing organisation. To pilot your new circular business ideas, break free of your mainstream business operations and standards for reporting and control as soon as you can. You can do this through incubation programmes for circular innovations, local pilot projects or collaborations with other companies or start-ups.

SCALE UP: Clear the road for innovation to move forward

It's hard to scale up an innovation if the structural differences from your core business are simply too great. A new, separate business unit can give you the freedom you need to focus on further development without losing access to complementary resources and knowledge. Or, if there's less potential for synergy, a spin-off might be a better way forward. If so, make sure you structure the relationship, so the existing business benefits from the new one. Maintain regular communication at the operational level and a clear sense of how the new circular business can be carried over into other business areas.

1.3. PUT DOWN ORGANISATIONAL ANCHORS

There's no 'one size fits all' solution for managing circularity within a company. However, based on our work with companies in a range of industries, we have developed six top tips for anchoring a circular approach in your firm:



1. Make the Circular Economy a priority for your CEO

If management desires a circular transformation, this goal needs to be officially defined as a strategic priority, e.g. through a mandate where a central unit with company-wide influence is responsible. Strong direction from the top will help the whole management team integrate the transformation into their day-to-day work and show employees why it's both important and urgent. It is vital that the CEO actively champions the transformation.

2. Create a central team

Circular Economy initiatives can affect many different parts of your company. A central team can help bring them all together and provide a common anchor point. At the same time, the team can steer the transformation by developing and tracking targets and assisting with implementation – for example, by organising coordination processes, preparing and reviewing prioritisation decisions and establishing consistent methods for measuring impact and evaluating business potential.

3. Get every business unit involved

A central Circular Economy team depends on cooperation with all the relevant business units and functions, so responsibility should be shared among them. A steering group made up of representatives from across the business can support the central team and enable efficient decision-making and prompt coordination between areas. At the same time, this ensures that divisions and their employees are involved and represented in central decisions, so they can take full ownership of them.

4. Appoint change agents

To pioneer the transformation and inspire others, you need intrapreneurs: change agents who independently develop circular ideas in their own areas and drive them to implementation. You can cultivate change agents throughout the organisation through training, networking, open idea competitions and funding programmes.

5. Make space for experimentation

To guard against tensions between new circular initiatives and the core business, it can be helpful to create dedicated organisational structures that offer a space for exploring circular solutions. They could include incubators for idea development or separate organisational units for piloting and scaling.

6. Get experts on board

Managing a Circular Economy transformation requires knowledge of the complex relationships between climate, resource security, technological innovation, industry dynamics, regulation and material flows. That complexity can make it particularly challenging. To ease the process, appoint experts with competencies in these areas to supervisory or advisory bodies so you can always get sound strategic advice.

Casting the net wide: Insights from ALPLA

ALPLA, a global leader in the plastic packaging industry, conducted a broad search for Circular Economy solutions before deciding to enter a joint venture with the pulp and paper company BillerudKorsnäs to launch Paboco, the first mass-market paper bottle for liquid products. The impetus for Paboco came from outside: customers in the plastics and packaging industry are increasingly concerned about sustainability and circularity, and market regulation demands innovative approaches. However, this quest to move beyond business-as-usual proved challenging, as plastics processing is part of ALPLA's mission statement. Their efforts show that finding new innovations is all about deliberately engaging in distant search to break through limitations and resolving conflicting goals.

Business incubator for ideas and spin-offs: Insights from Anheuser-Busch InBev

The Anheuser-Busch procurement team hatched the idea of using spent grains from beer production as an alternative source for fibre and protein-based products. While this idea was initially met with scepticism, it was accepted for an internal incubator programme and a pilot was developed over three months. A first B2C product based on spent grains – a milkshake – was launched into a regional market, resulting in an early proof of concept. However, scaling up proved difficult, due to the different characteristics compared to the company's core business. The relatively low volume and inherent uncertainty of the new approach also made it difficult to secure the right support. Therefore, the firm decided to spin off the spent-grains business and create a supported subsidiary that could build the structures needed for further development. The spent-grains team transferred to the spin-off and are now driving the business under its own brand: Evergrain.

The freedom to scale: Insights from BSH

BSH is a leading home appliance manufacturer with an established business model focused on wholesale distribution. With trends moving towards digitalisation and sustainability, the company took an increasing interest in Circular Economy approaches, and especially Product-as-a-Service (PaaS) offerings. BSH decided to run a pilot project with a regional sales team to test a new offer for customers under the name Blue Movement. Once the pilot was complete, the Digital Business Unit at headquarters took over the job of scaling up. This had three key advantages: (1) the business unit has a greater degree of freedom to operate independently from established structures and develop its own processes; (2) it is anchored in the group's C-suite with a direct link to the CEO; and (3) the team consists of many new employees who were hired for their motivation and competence in developing new ventures. Thus, this setup allows the new business to be built with a direct mandate, appropriate processes and the right skills. The challenge is to strike a balance between organisational freedom and synergies with the parent company, such as the alignment of product design and production with the new use case. PaaS activities will need to be integrated into the fundamental Circular Economy strategy of the entire organisation.

Central Circular Economy champion with CEO support: Insights from Denner

Denner is the leading discounter in the Swiss food retail sector with a market share of around 10%. Through our work with Denner, we discovered that the topic of the Circular Economy had been handled exclusively within the sustainability department, and that the Circular Economy strategy was primarily driven by one central figure: the Head of Sustainability. Now, thanks to the personal conviction and corresponding support of the CEO, the Circular Economy transformation is being addressed in an increasingly holistic way and strategically anchored across the business. Denner is pursuing ongoing innovation and optimisation projects that bring together its teams in purchasing, logistics, quality assurance, sales and marketing, aimed at sustainability goals such as reducing packaging emissions. Every two months, each team in the purchasing department is tasked with demonstrating how the product portfolio is helping to meet the emissions targets. This enables the Head of Sustainability to monitor progress, promotes internal competition and improves each department's sustainability performance.

1.4. BUILD CIRCULAR COMPETENCIES

When you switch to a circular model of value creation, you inevitably need new competencies – both for shaping the transformation itself and for creating value in the future.

Understanding the Circular Economy

Employees in all areas and functions need a clear sense of what the Circular Economy is. This includes an understanding of which approaches your company could take, as well as the impact on how your firm creates value, your place in the value chain and your industry as a whole. Investing in on-the-job training for all employees is a helpful start.

Technological and sustainability expertise

You will need expertise in new technologies and the skills to evaluate their environmental impacts and benefits – especially during the exploratory phase. Since there are so many different approaches that could work, it can be helpful to secure access to a broad pool of these competencies. You can do this through strategic external collaborations, e.g., with start-ups, universities or other companies. As soon as you decide which approach you will take, you can build up competencies internally – e.g., through recruitment.

Entrepreneurship

Developing and implementing new business models demands entrepreneurial skills that established companies may not have. Adapting to the circular economy is a job for people who combine start-up entrepreneurship and day-to-day corporate experience. They must be agile and able to drive innovation at high speed, whilst staying connected to the company's existing structures, processes and expectations. One way to find these people is by partnering with external start-ups. In addition, attracting and retaining entrepreneurial talent often requires a dedicated team, such as an innovation/business development unit or incubation programme.

1.5. CULTIVATE A CIRCULAR CULTURE

To make your change successful, you'll need to give it active support and put it at the heart of your company culture.

Tell a strong story

The more compelling the narrative about why the Circular Economy transformation is vital for your success, the easier it will be to overcome internal resistance. Even junior decision-makers should be able to say why the transformation is important to them. These narratives bring employees closer to the objectives of the change and motivate them to help shape the transformation.

Measure performance

To make the process measurable and manageable, you'll need universal performance indicators that are integrated into projects and everyday work (e.g. in regular check-ins and goal setting). Consistent KPIs link the transformation to day-to-day tasks, boost motivation and (if used sensibly) encourage healthy competition between different areas.

Get people involved

Promoting bottom-up initiatives (e.g. targeted Circular Economy funding programmes or incubators) helps to make circular value creation into a tangible, self-organised opportunity, as opposed to an abstract theoretical construct imposed by the senior team.

Align incentives

To align people's priorities with those of the company, embed the Circular Economy in leadership (e.g. through feedback and opportunities for further development) and remuneration (e.g. through performance targets in variable remuneration components).

Show real changes

Changes to specific, tangible aspects of daily work, e.g. the food provided at the workplace, can show people that the transformation is consistent and credible.

Learn from mistakes

The experience of a pilot project, and the resulting learning, can be just as important as its final output or 'success'. By encouraging people to try new ideas without fear of failure or criticism, e.g. by openly discussing failures in regular meetings, you can make them more willing to explore new paths.

2. TRANSFORMING VALUE CHAINS TOGETHER

How can we build successful multi-stakeholder collaborations?

The transformation from a linear to a Circular Economy is a paradigm shift that requires different players to work together, united by a shared vision, to reorganise value chains. Right now, businesses have an early opportunity to prepare for circular value creation in their industry and play a leading role in this reorganisation. However, there are very few initiatives that are driving industry transformation in a holistic and ambitious way. While multi-stakeholder engagements are an effective way to do this, the challenges of facilitation collaboration should not be underestimated. In our experience, the key steps are:

Set a clear goal

Every collaboration needs a clear goal that everyone can support. For example, the CEFLEX (Circular Economy for Flexible Packaging) consortium has set a target to collect 100% of flexible packaging in the European packaging industry by 2025 and to feed 80% of the recycled materials into new applications in place of new raw materials. You also need to discuss how the goal will be achieved – for example, through joint investments, technical piloting, agreement on specific actions or lobbying.

Establish the vision

The players within an industry typically have only a vague idea of how the future circular value chain might look, and what changes are needed to achieve it. Most firms know their own step in the value chain through and through but lack a fundamental understanding of other stakeholders' challenges and interests. To enable collective action, you need a common vision of the future circular value chain. In our experience, the best approach is to set out the current value chain in workshops with the various stakeholders, then jointly develop the future circular value chain and discuss the resulting changes. This process encourages participants to collectively identify with their new circular industry and their

individual role within it. The resulting sense of belonging is the first step towards creating a shared identity as a circular industry.

Identify priorities

We've noticed that firms are often invited to multi-stakeholder collaborations for the Circular Economy before a clear theme has been defined. Fuzzy aims naturally lead to fuzzy results, which merely exacerbates frustration among participants. In our experience, people often underestimate the importance of focusing joint meetings on defined areas to develop concrete possibilities for collaboration that can then be implemented together. We recommend tailoring programmes to specific subject areas and identifying and prioritising potential topics in advance – for example, through upfront interviews with different stakeholders or preparatory studies.

Choose participants carefully

There's a risk of casting the net for multi-stakeholder projects too widely – especially if the fields of action aren't clearly defined. Think strategically about what knowledge, competences and perspectives are needed to address the problems you're facing. For example, technical questions regarding new solutions require participants with the appropriate expertise, so a small working group will probably work better than an assembly of representatives from the entire value chain – even though you may well need to involve them when it comes to rethinking that value chain later on.



Level up knowledge

We have found that levels of technical knowledge vary widely among companies. This makes it harder to work towards joint initiatives and trade-offs, and inevitably leads to misunderstanding and potentially conflict. To prevent this, make sure you devote sufficient resources to sharing knowledge. In our work with CEFLEX, we found it worthwhile to present and discuss the topic and the challenges of the respective topic areas in preliminary webinars and lectures at the beginning of stakeholder workshops.



Prioritise collective goals

The Circular Economy is not always a win-win-win solution. If you can't find compromises between the short-term economic interests of individual companies and the long-term goals of the industry as a whole, collaboration will fail. But when you openly discuss the impact of new solutions on individual companies and contrast them with dependencies at the level of the value chain and the industry, the urgency of finding compromises quickly becomes clear. A shared understanding of possible threats to the continued existence of the entire industry (e.g., through impending regulatory intervention) supports the development of the new circular industry identity and makes the players more willing to compromise.

Fostering collaboration for circular solutions: Insights from CiCEL

Circular Consumer Electronics (CiCEL) is a programme that aims to initiate new collaborations for circular approaches in consumer electronics. In preparation for the collaborative work phase between 30 companies along the entire value chain, we conducted a series of interactive events in collaboration with various industry partners on focus topics that are currently occupying the industry partners. Through the exchange of knowledge and ideas at these events, we were able to identify concrete fields of action. The working hypotheses were refined and validated through in-depth interviews with prospective participants before the collaborative work phase. Participating companies were chosen for their close links to the areas covered, in order to ensure that the right partners could meet and that all relevant perspectives along the value chain were represented.

Achieving alignment along value chain: Insights from CEFLEX

Public pressure has stimulated the search for sustainable, circular solutions in the packaging industry. CEFLEX is a Europe-wide industry consortium that brings together over 170 companies across the value chain, from material manufacturers to recyclers, with the goal of making all flexible packaging in Europe circular by 2025. Despite the agreed goal, there was still some disagreement on key issues and the right steps towards achieving circularity – for instance, whether the flexible packaging of the future should consist of multiple materials or only mono-materials. This question resulted in significant conflicts of interest between actors, some of whom saw their respective business models in jeopardy. Ultimately, the consortium worked out a position in favour of mono-materials, which went against the interests of the multi-material producers. This compromise was made in view of the existing recycling infrastructure and ambitious recycling quotas, and was in the interest of the continued existence of the industry as a whole, which could potentially be jeopardised by heavy regulation or a complete ban on flexible packaging.

3. DISRUPTIVE POWER OF START-UPS

How do innovative start-ups drive industry transformation, and how can incumbents support them?

As in other industrial transformations, it is often start-ups who spur on innovation with their creativity, ambition and willingness to try out new ideas. Start-ups can sometimes succeed where established companies struggle, allowing them to serve as both activators and drivers of transformations. New players who establish themselves in the market with a circular business model or product challenge the status quo of the linear economy and put pressure on established companies to become more circular themselves. Through their creative power, circular start-ups can change established value chains and existing power relations. They also have a decisive influence on the establishment of new patterns of consumption and the societal legitimisation of circular economic practices. In our experience, circular start-ups contribute decisively to the Circular Economy transformation of industries in the following ways:

Agile drivers of product and technology innovation

Many new circular materials, products or technologies are developed by start-ups. Young firms often identify new opportunities and market gaps more quickly than established companies and can exploit them with greater drive, agility and willingness to take risks. They can also be quicker to work out how consumers can be won over to circular solutions.

Traceless

An increasingly prominent example is the Hamburg-based start-up Traceless, which has spent several years developing a process for producing packaging materials based on biopolymers. Unlike other bioplastics, Traceless' materials are consistently based on waste products from agricultural production and are home-compostable, so they don't require the cultivation of new plant-based raw materials.

Ambitious visionaries

Compared to incumbents, circular start-ups often drive more ambitious Circular Economy approaches by pursuing strategies that rank higher in the waste hierarchy – for example, reuse instead of recycling. They also tolerate approaches that established companies may see as too ambitious or radical. This is because circular start-ups, unlike established companies, are often intrinsically motivated to create circular solutions and integrate them into their core business from the very beginning.

Kickbag

With its versatile reusable packaging solution for e-commerce, the Swiss start-up Kickbag is driving the expansion of reusable packaging solutions in the packaging industry – an industry where waste is rampant and reusable options are still rare.

Disruptors of established business models

Since start-ups create their business models from scratch, they don't have to go through the complex and risky process of transforming one they already have. Many are experimenting with new business models such as Product-as-a-Service (PaaS) or sharing approaches. If a circular business model is accepted by the market, the dynamics of the entire industry are impacted and established companies are forced to rethink their own value-creation model.

Grover

Berlin-based scale-up Grover has a business model based solely on the rental of electronic devices. The firm is working to establish a PaaS model in the electronics industry and encourage consumers to adopt the principle of 'use, don't buy'. Founded in 2015, the company already has over 270,000 active users in five countries and counts high-profile impact funds among its investors.

Circular Economy knowledge providers

Start-ups that are already engaged in the Circular Economy consolidate sector-specific knowledge and competences that established companies rarely have (as least, not yet). These start-ups bring their know-how and experiences to the market in different ways – for example, as consultants, materials specialists or sector specialists.

Haelixa

Swiss start-up Haelixa provides information that brings transparency to the entire supply chains of certain material and product groups for the first time. The approach includes labelling, tracing and authenticating textiles, gold and diamonds, among others, from the manufacturer to the retailer. This secured, reliable information enables the recirculation of materials along the entire supply chain.

Orchestrators

Through their services, new players enable innovative cooperation for circularity between companies in a market that would otherwise lack the capacities and capabilities for such coordination. A major advantage of new players here is their neutrality and independence – in contrast to established players, who (for example) may find it hard to persuade their own competitors to get involved.

Cirplus

Start-up Cirplus has launched an independent, global B2B online marketplace for plastic recyclate. Both sellers and buyers can use the service independently for the purchase and sale of standardised plastic recyclate. The platform has not only been able to ensure new transparency on the market, but also establish itself quickly due to its independence from established market participants.

Missing links for circular value creation

New, independent and often digital solutions developed by start-ups can close key gaps in circular value creation. Start-ups are quicker at identifying new market gaps, more agile in exploiting them and bolder in developing innovative solutions – all of which help them outperform established companies in providing missing links for circular value chains.

Madaster

Start-up Madaster offers a digital passport that stores data on materials and products used in a building. In the event of a retrofit, conversion, or demolition, this register can be used to retrieve information about the quantities, composition, origin, separability and reusability, recyclability or toxicity of the materials present in a building. Madaster's service is an essential building block for circularity in the construction industry.

Ecosystem builders

An important role that new actors often play is to serve as innovation hubs: independent platforms that organise exchange between several relevant stakeholders (e.g., research institutes and companies) and thereby support the emergence of circular markets. New players are well suited to this role due to their neutrality and their closer connections to innovative solutions.

CBI Innovation Booster

The Circular Building Industry (CBI) Booster advances circular innovation in the Swiss construction industry by promoting collaborative projects between stakeholders. The platform connects relevant players in the industry with innovation and research hubs to establish solutions quickly or scale them up. This networking service succeeds because of the CBI's neutrality and independence from established market participants.

Strategic promotion of circulation start-ups

Given the great potential of circular start-ups to shape the transformation of industries, it is important for established companies to keep a close eye on the start-up landscape and, if necessary, provide targeted support. Start-ups with circular business models or solutions tend to have a harder time establishing themselves in the market than conventional ones. Many face strong headwinds from the established industry or find it hard to obtain the necessary financing. Instead of putting obstacles in the way, established companies should strategically use the potential of circular start-ups for their own Circular Economy activities. This can take many forms – for example, founding their own start-ups or joint ventures, strategic collaborations with new companies or strategic support and financing of new players' solutions.

CLOSING REMARKS

The transformation to a Circular Economy at industry level is still at an early phase. Exactly how the transition will develop, and which solutions will prevail, remains an open question. Nevertheless, it is crucial to act now. For most companies, organising their own value creation in a circular manner presents a major challenge. The key is not only to be among the first pioneers, but also to shape this new system of value creation right from the start. Now more than ever, it is about collective action, which calls for wholly new competencies, a deep understanding of complex value creation systems and innovative strategies for collaboration. To rethink the way you create value, you need to be open to disruptive approaches and acknowledge the nature and scale of the upcoming changes in your industry.

The three fields of Circular Economy transformation described above are strongly intertwined. We can only encourage you to try out and combine different approaches with commitment and openness. It is worthwhile joining the corresponding network initiatives in your industry now, so you don't lose your footing early on. We are embarking on a crucial transformation process in our economy, and the coming years will bring many exciting opportunities!

If you would like to know more about the Circular Economy transformation, the implementation of circular strategies or our work more generally, please contact contact_suslab@ethz.ch or home@circularity.me.

