



Tensions in Circularity- the e-bike supply chain in Finland

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What is the biggest challenge to achieving a circular ecosystem for e-bikes in Finland?

- A) Circular design: we need to collaborate from the beginning to design e-bikes to circulate.
- B) Cost-efficient operation: it will only work if the actors arrange a competitive industry that creates value from circularity.
- C) The user's role: the user has to play his part, supporting circularity by changing its behavior and pulling the circular strategies.

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What is the biggest challenge to achieving a circular ecosystem for e-bikes in Finland?

ⓘ Start presenting to display the poll results on this slide.



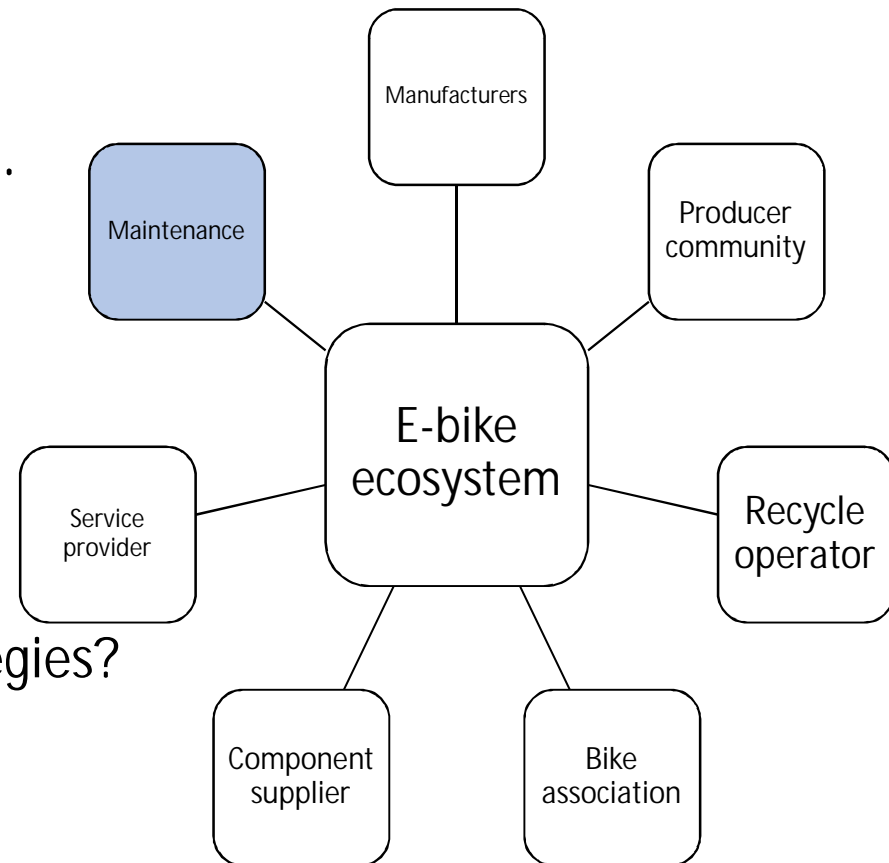
What are the tensions on e-bike ecosystem in Finland?

What is a tension?

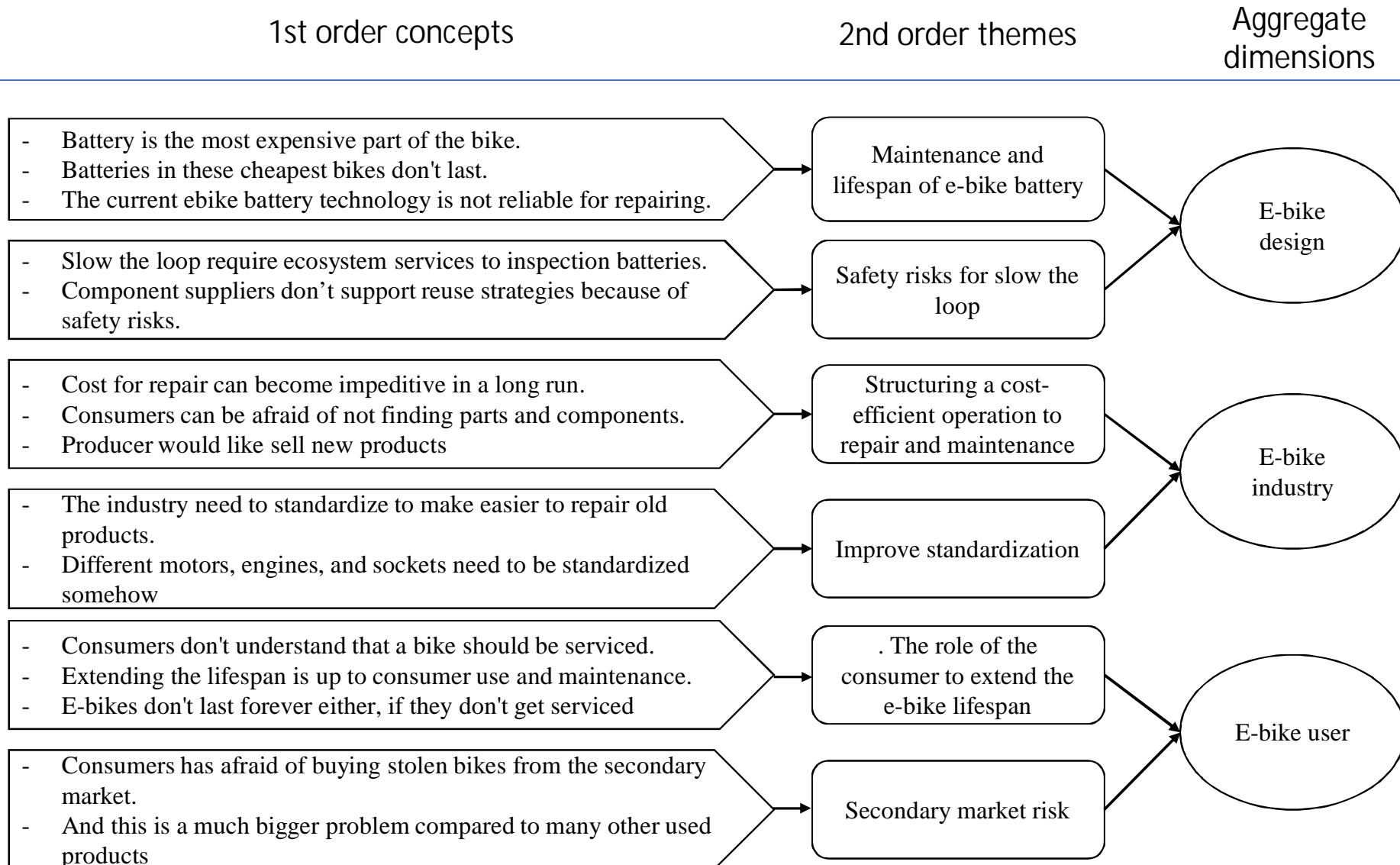
- Management aggregates tensions from its own nature, for instance stability versus change (Poole & van de Ven, 1989) exploration versus exploitation (Andriopoulos & Lewis, 2009).
- Paradoxical thinking enables firms to look for a holistic understanding of tension and how to manage it (Lewis & Smith, 2014).
- From either/or strategies to both/and strategies.
 - Creative integration, embracing the tensions as persistent.

The case study:

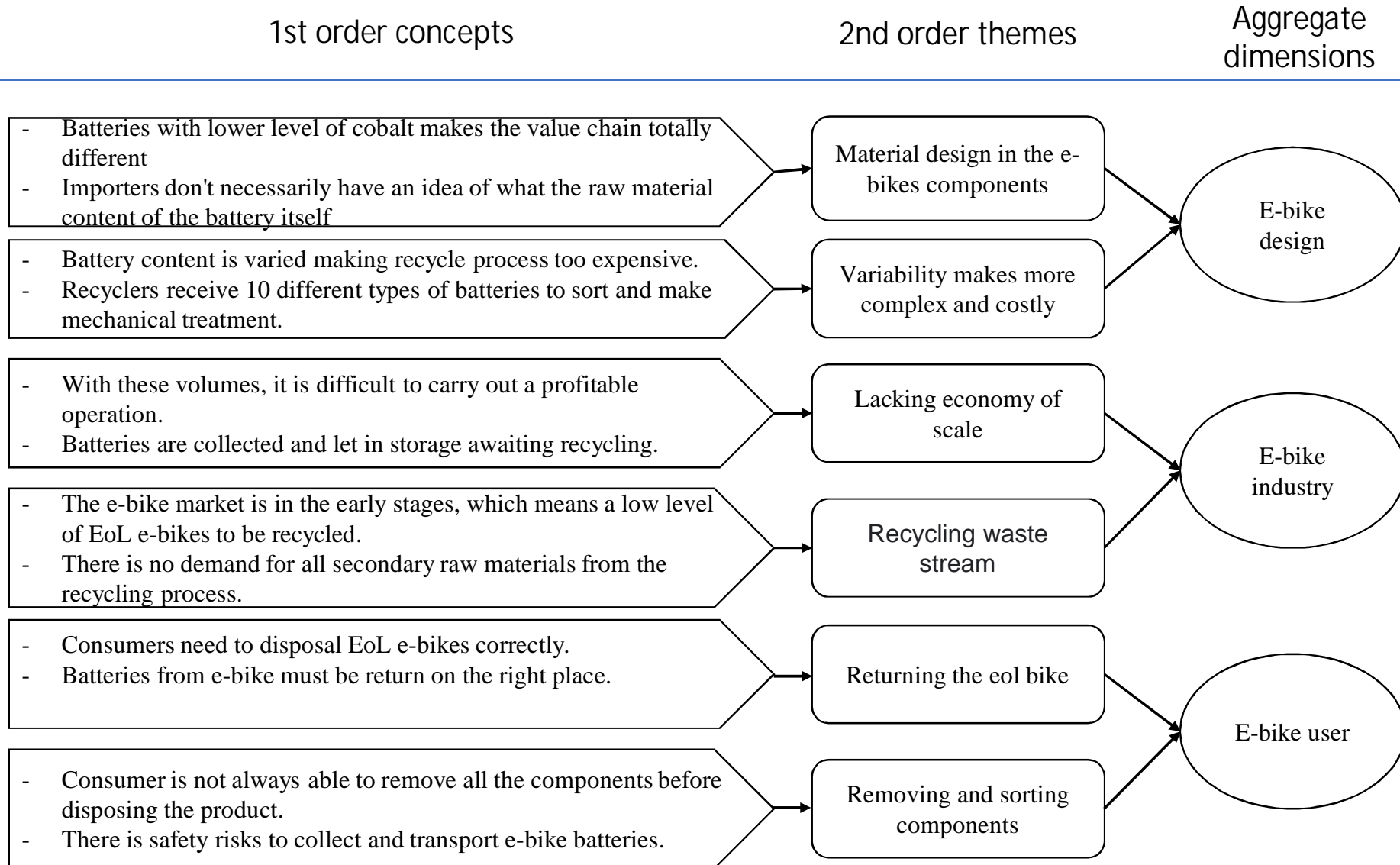
- 9 interviews with different actors.
 - From March-May/2023.
- Transcription and coding.
 - What are the current tensions?
 - What are the possible future strategies?
- Nvivo



Tensions on circular strategies to slow the loop.

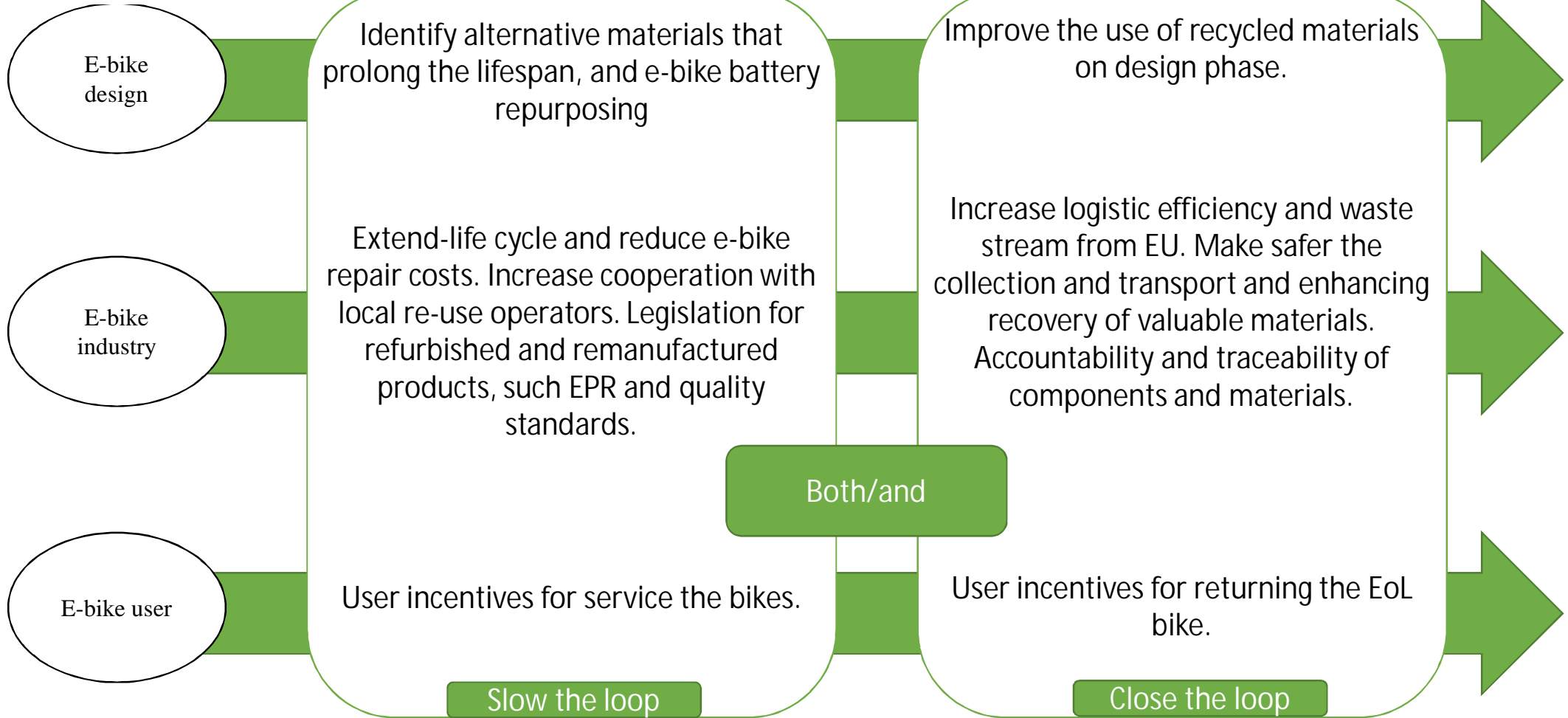


Tensions on circular strategies to close the loop



Circular strategies: future oriented

Aggregate dimensions



Next steps

1. Adding interviews + secondary data.
 - It might include comparative case studies.
2. Improving coding by exploring other relations:
 - For example, exploration vs exploitation, strategies vs **actors roles**.
3. Identifying theoretical contributions based on the paradox literature.



How can paradox theory help us to improve circularity in the e-bike ecosystem?

- Slow and close the loop strategies create tensions in the emergency of an e-bike ecosystem.
 - The e-bike case brings some insights on user-side.
- Slow or close-the-loop strategies **comprise different goals** when the actors are **future-oriented**.
 - Novelty: it can give insights on how to develop circularity on emerge ecosystems.
- Emerging a circular ecosystem might imply **losers and winners** depending on which circular strategy becomes dominant.
 - For example, by affecting the **current recycling streams for e-bikes**.

Thank you!

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Let's connect on LinkedIn!