

Disrupting value chain and creating new economy

Central Baltic Interreg
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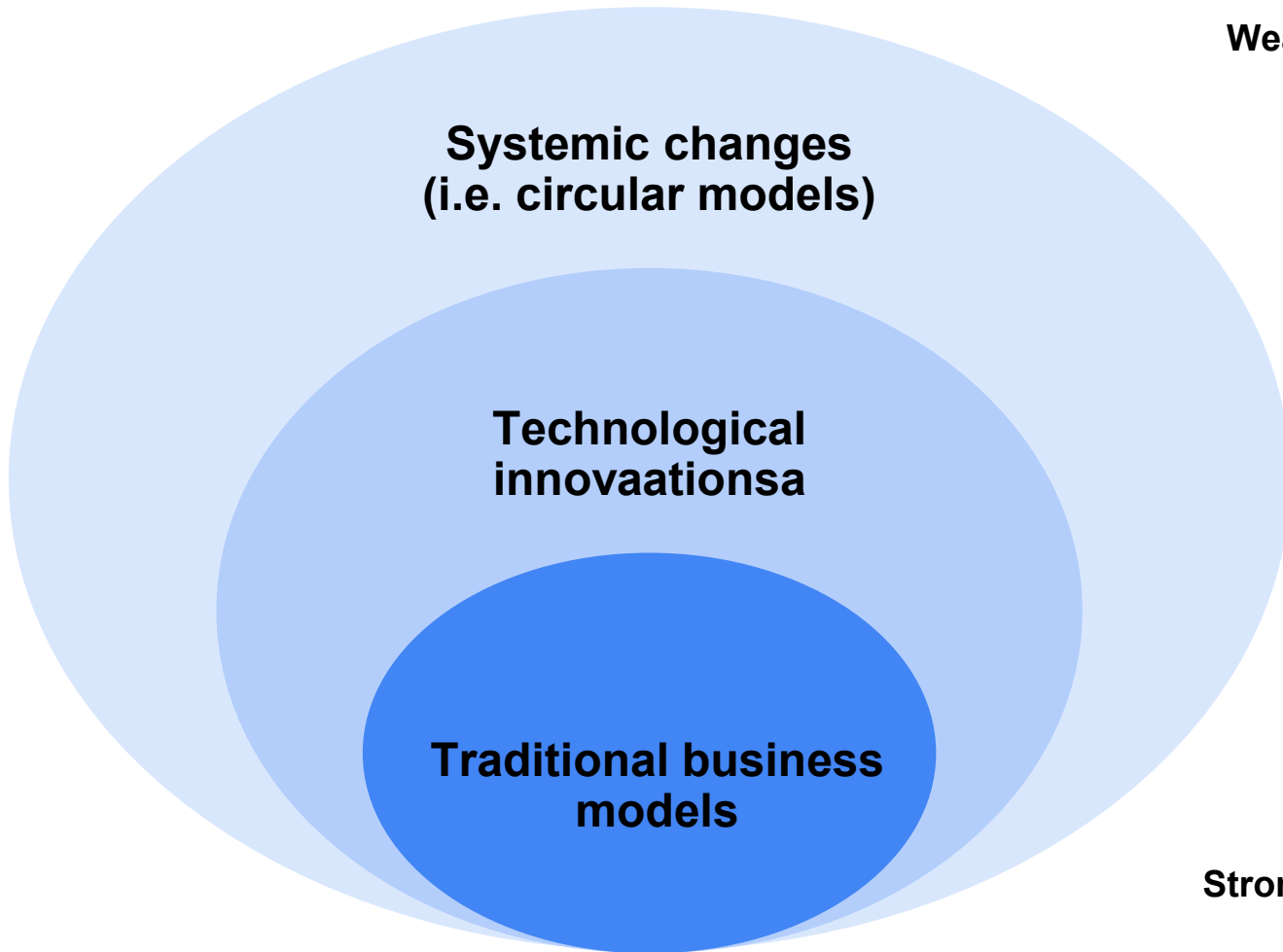


**Value creation shifts
to ecosystems?**

Expanding the time spa is eye-opening

**“Timppa, there is
nothing new!”**

High impact



**Systemic changes
(i.e. circular models)**

**Technological
innovaationsa**

**Traditional business
models**

Weak lobbying power



Strong lobbying power

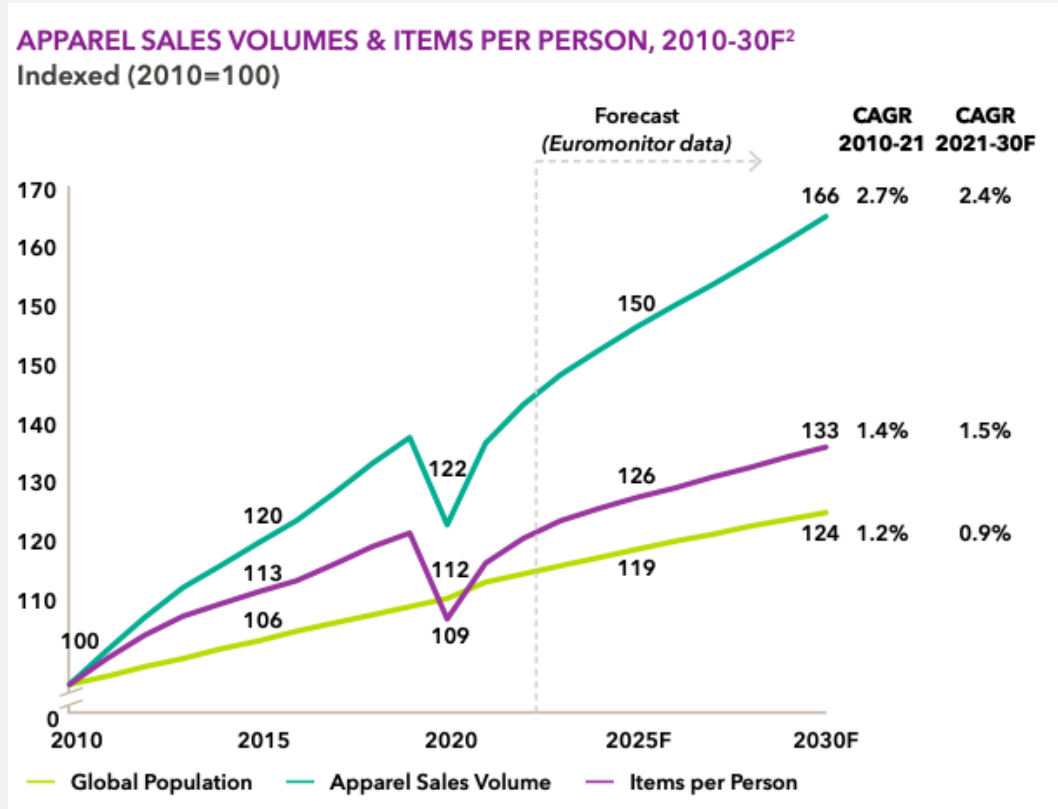
The greatest opportunity of our time?

6,9 %

Behavioral transformation in the making?

**“I would never buy
used bed sheets”**

“dormant capital” is mostly outside statistics

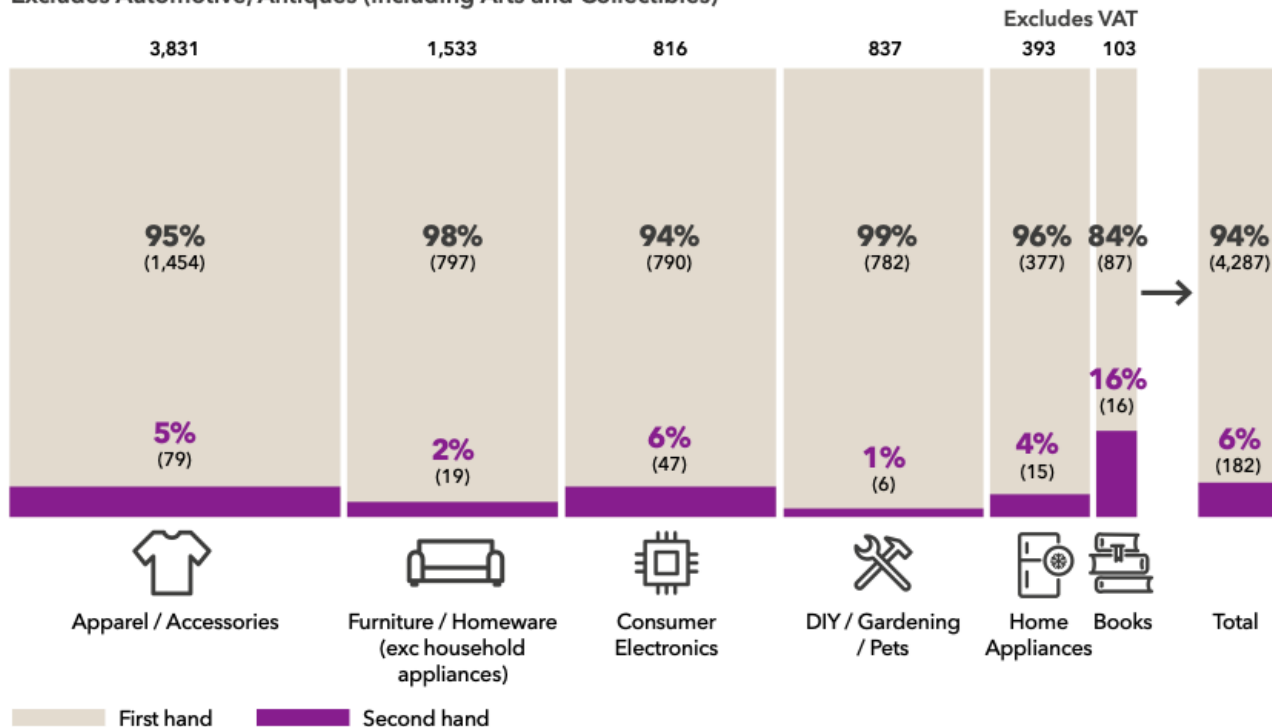


Source: OCC Strategy

Secondary markets have LOW penetration

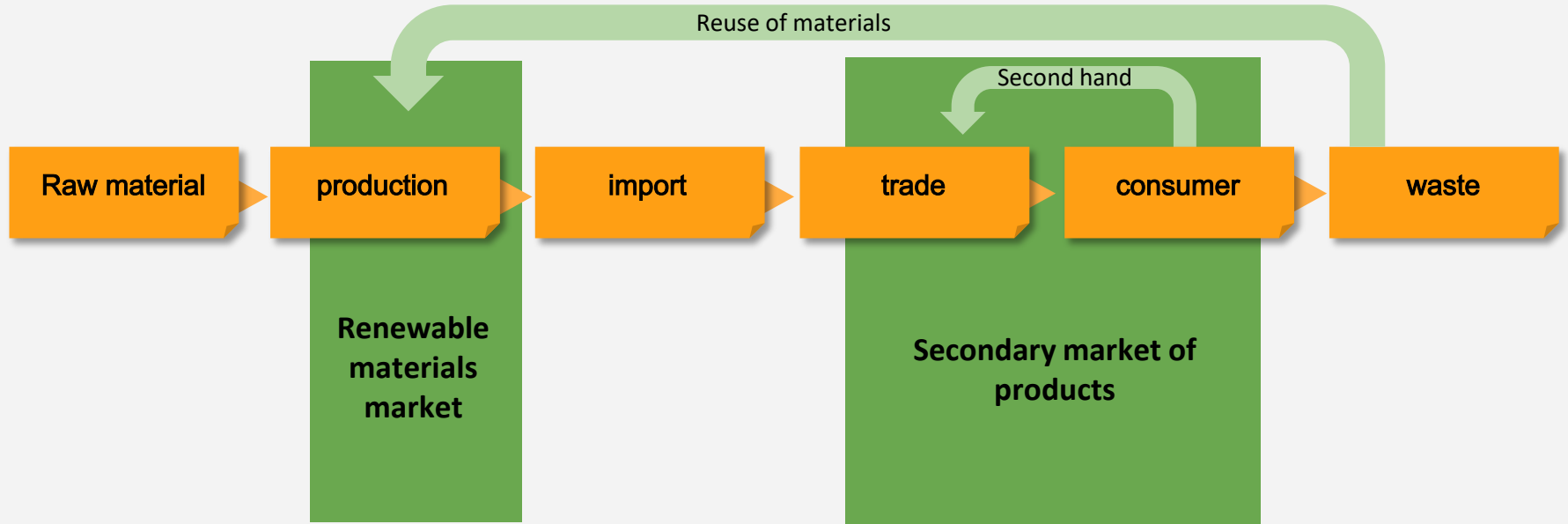
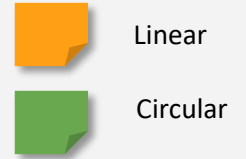
TOTAL CONSUMER GOODS SPEND BY CONDITION AND SEGMENT, WORLD EXCL. CHINA, \$BN (2021)

Excludes Automotive, Antiques (including Arts and Collectibles)



Source: Euromonitor, Statista, Globaldata, ECommerceDB, Digital Commerce 360, Desk Research, OC&C analysis.

Value chain transformation opens up "value retention markets"



OBSTACLES OPEN UP OPPORTUNITIES!

**Linear economy's defence
mechanisms**

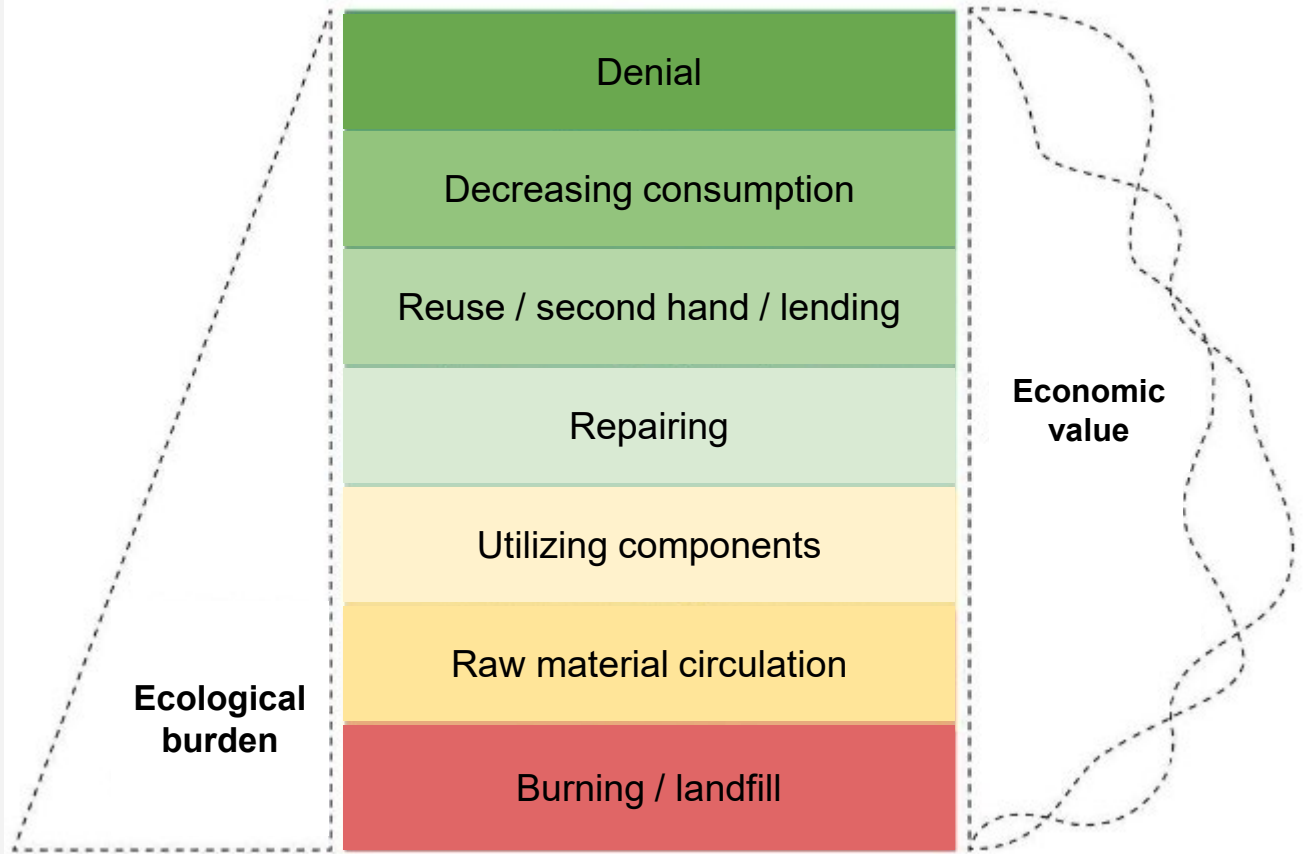


structures



behaviour

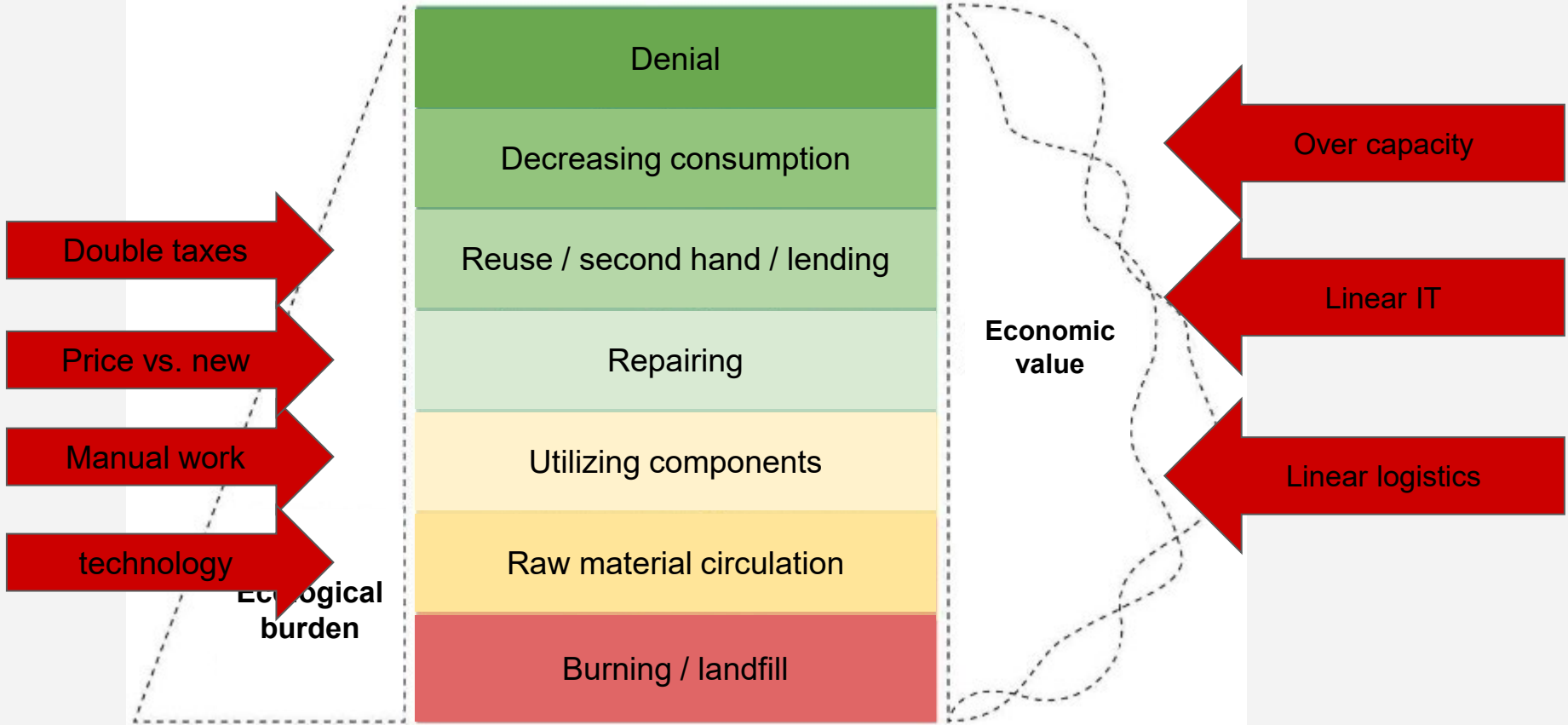
Circular hierarchy



Ecological burden

Economic value

Circular hierarchy



Denial

Decreasing consumption

Reuse / second hand / lending

Repairing

Utilizing components

Raw material circulation

Burning / landfill

Double taxes

Price vs. new

Manual work

technology

Ecological burden

Economic value

Over capacity

Linear IT

Linear logistics

A systemic change also means a
direction towards

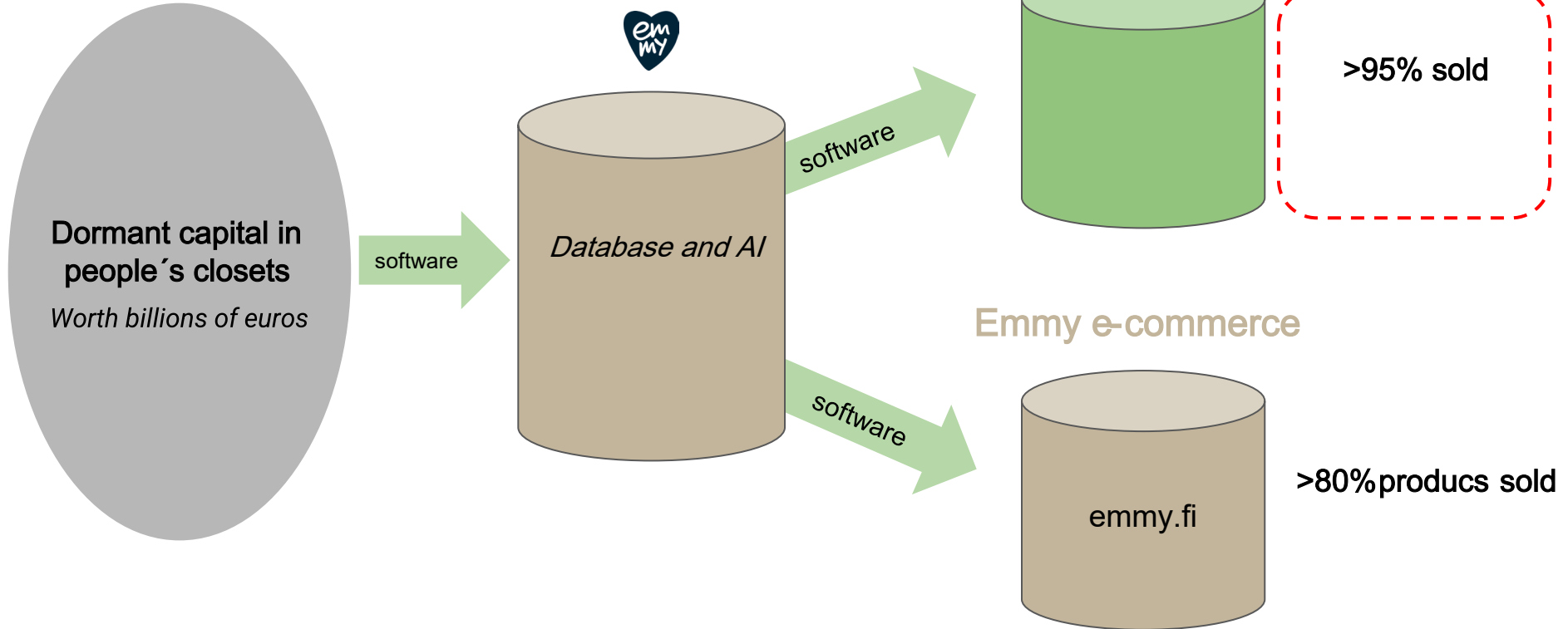
**Supply-driven
market dynamics**

**There is no systemic change
without a data economy and AI**

EXAMPLE OF VALUE CREATION IN AN ECOSYSTEM



Three Emmy Stores in Sokos department stores



EU structure emphasizes local cooperation

**One product policy
and 27 different
economic policies**

Systemic change is a combination medicine

More jobs

Healthier balance of trade

Income for society

Self-sufficiency in the economy

Inclusion

WE ARE IN THE HABIT-CHANGING BUSINESS

**Average 10-year-old
has 238 toys!**