

## **A Holistic Perspective on Circular Business Models Implementation: Insights from the Dutch B2C Electronics Industry**

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This study explores how companies can successfully implement circular business models (CBMs). We take a holistic perspective on the supply chain where we look both at upstream and downstream enablers and barriers when implementing CBMs. We focus on the Dutch business-to-consumer (B2C) electronics industry, where all major stakeholders in the supply chain, needed for implementation of CBMs, are represented in our study. This study adopts a qualitative multi-case approach involving eleven semi-structured interviews and four consumer focus groups, covering leading Dutch start-ups as well as global industry leaders. Findings reveal that circular business model implementation depends on firms' internal capabilities in design and reverse logistics, consumer perceptions of value and convenience, and the alignment of fragmented EU and national policies. The study contributes theoretically by integrating NRBV and TPB to explain both organizational and behavioral dimensions of circularity. Practically, it highlights how transparency, repair incentives, and cross-supply-chain collaboration can accelerate circular business model implementation in consumer electronics.