

Peer Review

Review of: "Driving Circular Innovation: From Business Model to Industrial Ecosystems"

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Thank you for your paper on such a timely and relevant topic. After addressing the following comments and incorporating the suggested revisions, I believe the paper will be significantly improved and ready for acceptance.

- The current abstract does not effectively reflect the depth and scope of the paper, *"Driving Circular Innovation: From Business Model to Industrial Ecosystems."* To improve, it should clearly state the study's focus on circular innovation, specifically addressing gaps or challenges in business models and their evolution into industrial ecosystems. The abstract should highlight the key findings from the literature review and explain how they contribute to understanding or advancing circular innovation. Finally, it should emphasize the broader implications of the research for stakeholders, ensuring the significance and relevance of the study are clearly conveyed.
- The introduction provides a basic overview of the shift from linear to circular economic models and highlights relevant concepts such as circular economy and industrial symbiosis. However, it is too brief and lacks a clear connection between the various components of the study.
- To improve, the introduction should provide more context and rationale by elaborating on the urgency of environmental sustainability and the challenges businesses face in transitioning to circular models. The discussion of key concepts like circular economy, industrial symbiosis, innovation ecosystems, and business model innovation could be more cohesive, with clearer links between them.
- Additionally, the role of innovation ecosystems in facilitating this transition is mentioned but not adequately explained. A more explicit focus on their significance and their connection to industrial districts and clusters would strengthen the argument. The aim of the paper, while stated, could

benefit from greater specificity, such as outlining the key questions or gaps in the literature that the study addresses.

- Author(s) need to add contemporary studies (e.g., <https://doi.org/10.3390/su16177647>, <https://doi.org/10.1002/bse.3821>), among others. Adding contemporary studies and findings would provide a more up-to-date perspective, strengthen the academic grounding of the paper, and highlight its relevance to current discussions in the field.
- I would also suggest adding a diagram to illustrate the circular innovation processes. A visual representation can help clarify the key concepts discussed, such as the relationship between circular economy, industrial symbiosis, and business model innovation. It would enhance the reader's understanding of how these processes interconnect and provide a clearer, more engaging way to present the flow of circular innovation. Including a diagram would also complement the theoretical content and offer a more comprehensive view of the research topic.
- To further strengthen the paper's arguments, I would recommend incorporating theoretical support from the circular resource-based view (CRBV). The CRBV can provide a valuable framework for understanding how firms can leverage circular resource(s) within circular business models to gain competitive advantage (for more details, see <https://doi.org/10.3390/su16177647>).
- I suggest including a discussion on the implications of the findings for key stakeholders. Identifying how the results of the study can inform and impact various stakeholders—such as policymakers, industry practitioners, business leaders, and researchers—would enhance the practical relevance of the paper.

Declarations

Potential competing interests: No potential competing interests to declare.