

Circular Economy Towards Sustainable Businesses: Exploring Factors Shaping Adoption And Implementation Barriers

Dr. N. Bargavi^{1*}, Dr. Shakira Irfana², Dr. Andey Venkata Ramana³, Dr. Gowri Shankar⁴, Dr. Pooja Nagpal⁵, Dr. Sunita Dhote⁶

^{1*}Assistant Professor (Sr.G), Faculty of Management, SRM Institute of Science and Technology, Vadapalani Campus, Chennai, Tamilnadu, India. divu209@gmail.com

²Associate Professor, Department of Management, Yenepoya (Deemed to be University), Mangaluru, Karnataka, India. shakira.irfana@gmail.com

3Associate Professor, Department of Management Studies, Sri Y.N. College (A), Narsapur, Andhra Pradesh, India. ramanavandey@gmail.com

⁴Associate Professor, Department of MBA, AIMS Institutions, Bangalore, Karnataka, India. drgowrishankar66@gmail.com

⁵Associate Professor, Department of Management Studies, International School of Management Excellence (ISME), Bangalore, Karnataka, India. pooja.nagpaal@gmail.com

⁶Assistant Professor, Department of Management Technology, Shri Ramdeobaba College of Engineering and Management, Nagpur, Maharashtra, India. dhotesn@rknec.edu

Citation: Dr. N. Bargavi et al. (2024), Circular Economy Towards Sustainable Businesses: Exploring Factors Shaping Adoption And Implementation Barriers, Educational Administration: Theory and Practice, 30(3), 813-819, Doi: 10.53555/kuey.v30i3.1374

ARTICLE INFO	ABSTRACT
	A circular economy is emerging as a vital opportunity to promote sustainability in
	business practices as the globe struggles with resource constraints and
	environmental issues. This study explores the factors that influence and impede
	businesses' adoption of circular economy concepts. The study identifies the
	primary forces pushing businesses to embrace circularity, including regulatory
	pressures, consumer demands for eco-friendly products, cost savings through
	resource efficiency, and improved brand reputation. It does this by drawing on a
	thorough review of the literature, case studies, and empirical research. On the
	other hand, the analysis reveals important obstacles that prevent the broad
	implementation of circular economy practices, including high initial investment
	costs, a lack of adequate technology infrastructure, unclear regulations, and
	deeply ingrained linear business models. The study also looks at how these
	obstacles and drives are related to one another, emphasizing the intricate
	dynamics at work in the move towards circularity. The purpose of this research is
	to provide light on these important variables in order to educate stakeholders,
	businesses, and policymakers about the advantages and disadvantages of putting
	circular economy strategies into practice. This will help to ease the shift to more
	resilient and sustainable business models.

Keywords: Circular economy, sustainable businesses, Drivers and Barriers

INTRODUCTION

Circular economy is a paradigm change in economic theory with the goals of reducing waste, making the best use of available resources, and advancing environmental sustainability. Encompassing concepts like minimizing waste and pollution, preserving materials and products, and replenishing natural systems, it offers a comprehensive perspective on economic operations. Growing environmental concerns, such resource depletion and climate change, as well as financial imperatives, like cost savings and revenue generation from recycled materials, are major forces pushing firms to adopt circularity. Circular economy methods are also encouraged by governmental demands and changing consumer preferences for sustainable products. But even with these strong motivators, there are a lot of obstacles in the way of broad adoption. A lack of knowledge and comprehension of the principles of the circular economy is one challenge, as is the cost of making the initial investments in new infrastructure and technology. Significant challenges can come from inconsistent regulations, poor infrastructure, and cultural opposition inside organizations [2]. However, there are several ways to get beyond these obstacles, such as teamwork projects, technological advancements, encouraging laws, and instructional programs. The literature study illustrates how companies in a range of industries have

Copyright © 2024 by Author/s and Licensed by Kuey. This is an open access article distributed under the Creative Commons Attribution License which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

effectively managed these obstacles and adopted circular economy tactics to promote sustainability and innovation through case studies and best practices. Businesses may leverage the revolutionary potential of the circular economy to build a more resilient, resource-efficient, and sustainable future by tackling the drivers and constraints in their entirety. Below is the pictorial representation of promoters, facilitators and enables of circular business.



LITERATURE REVIEW

A thorough analysis of how companies might incorporate circular concepts into their operations to achieve environmental, social, and economic sustainability can be found in the literature on the circular economy and sustainable business. The main ideas and conclusions from the substantial amount of study in this area are summarized in this overview. The circular economy is an alternative economic model that aims to decouple economic growth from resource consumption and environmental deterioration. Researchers have established a strong conceptual framework to describe it [3]. Closing material loops, increasing product lifecycles through recycling and reuse, and reducing waste generation are important concepts. The body of research demonstrates the many advantages and opportunities that come with adopting circular economy concepts. These include access to new markets and revenue streams created by circular goods and services, decreased environmental effects, improved resilience to supply chain interruptions, and cost savings through resource efficiency. Diverse tactics and methods have been recognized by academics for incorporating circularity into corporate processes. These include developing closed-loop supply chains to enable product recycling and remanufacturing, embracing servitization models that place performance-based solutions ahead of product ownership, and using eco-design and product innovation to maximize resource consumption and facilitate material recovery.

Businesses have a number of obstacles and difficulties while making the shift to a circular economy, notwithstanding the possible advantages. These consist of legislative obstacles, financial limitations resulting from upfront investments, technology limitations, and organizational lethargy brought on by deeply ingrained linear business models and practices. The literature lists a number of promoters and enablers of circular business practices that help to get past these obstacles. These include the demand from consumers for sustainable goods and services, changes in societal norms and values toward resource conservation and environmental stewardship, collaborative efforts and partnerships across value chains, technological advancements and digitalization, and supportive policy frameworks and incentives [4]. Moreover, methods and criteria for assessing the circularity of companies and their supply chains have been created by researchers. These measures, which include waste diversion rates, resource productivity, material circularity rates, and lifetime environmental consequences, give businesses the means to evaluate their level of circularity and pinpoint opportunities for development. Numerous case studies and illustrations of businesses from a range of industries effectively using circular business models and practices can be found throughout the literature. These case studies provide insightful information on the difficulties, approaches, and results of circularity projects, acting as a source of motivation and education for other companies starting down similar paths. To sum up, the body of research on sustainable business and the circular economy offers a thorough grasp of the opportunities, difficulties, and tactics involved in making the shift to a more resilient and regenerative economic model. Businesses may unlock value creation and traverse the complexity of circularity while supporting greater societal goals of environmental stewardship and sustainability by utilizing research findings and real-world experience [5]. Below are some of business models adopted from previous literature stating elements of success, inputs, and various business models used in the operational strategies.



Source: Business model success, inputs, and design elements within system boundaries [1]

THE DRIVERS OF CIRCULAR ECONOMY TOWARDS SUSTAINABLE BUSINESSES

Businesses are adopting circular economy ideas due to a variety of interrelated and diverse issues, including sociological, regulatory, economic, and environmental ones. Explicating these motivations further helps to explain why companies are using circularity as a means of achieving sustainability:

• Environmental Concerns: Businesses are reevaluating their conventional linear production and consumption models in response to growing awareness of environmental degradation, resource depletion, and climate change. Aware of the limited availability of natural resources and the ecological fallout from waste production, businesses are driven to adopt circular economy strategies in order to reduce their environmental impact and support conservation initiatives [6].

• **Resource Scarcity and Volatility:** Increased demand on limited resources brought about by the world's expanding population and economic growth is causing resource availability and price volatility. In response, companies are looking for more resilient and sustainable methods of managing their resources. Using circular economy techniques can help maximize resource utilization, lessen reliance on virgin resources, and reduce supply chain risks[7].

• Economic Incentives: Businesses can get real financial advantages from adopting circular economy methods, such as reduced expenses, increased income, and enhanced operational effectiveness. Companies can lower input costs, limit waste disposal expenses, and generate new revenue streams through the sale of recycled materials or refurbished products by implementing techniques including waste reduction, material reuse, and remanufacturing [8].

• **Regulatory Pressures:** Around the world, governments are passing laws and rules to advance the ideas of the circular economy and encourage environmentally friendly corporate practices. These rules include waste management guidelines, product stewardship obligations, and extended producer responsibility (EPR) statutes. They force companies to be accountable for the full lifecycle of their products and promote circularity through financial incentives and compliance measures [9].

• **Consumer Demand:** Demand for eco-friendly goods and services is being driven by shifting consumer preferences and growing consciousness of sustainability challenges. Customers are looking more and more for things that are made to last, be reusable, and repairable, as well as businesses who practice environmental responsibility and openness in their business practices. Businesses are incorporating circularity into their product design, production processes, and marketing tactics in order to stay competitive and meet consumer expectations []10.

• **Brand Reputation and Corporate Social Responsibility (CSR):** Accepting the tenets of the circular economy can help a business establish its reputation as a sustainable and socially responsible enterprise. In addition to drawing in environmentally sensitive customers, companies that place a high priority on environmental stewardship and social responsibility also win over the confidence and allegiance of stakeholders such as regulators, employees, and investors. Initiatives related to the circular economy can provide a significant competitive edge and differentiator in the market [11].

• **Innovation and Technological Advances:** Businesses are able to create new circular economy business models and solutions because to technological and innovative advancements. Technological breakthroughs are increasing the potential for circularity and pushing adoption across industries. Examples of these advances

include better recycling technologies and digital platforms that facilitate resource efficiency and product exchange. The scalability and ongoing improvement of circular economy practices are being fueled by investments in research and development of circular technology.

Thus a variety of factors, including economic opportunity, consumer demand, corporate responsibility, regulatory challenges, and environmental imperatives, are pushing firms to embrace the ideas of the circular economy. Businesses are realizing more and more how critical it is to include circularity into their strategy in order to achieve long-term sustainability and competitiveness in a world with limited resources as these factors continue to change and overlap.

BARRIERS OF CIRCULAR ECONOMY TO SUSTAINABLE BUSINESSES

Businesses face several obstacles and hurdles while attempting to shift to a circular economy, which makes it more difficult for them to implement sustainable practices. It is imperative to comprehend and tackle these obstacles in order to forward the circular economy agenda and encourage sustainable corporate practices. Here's further information on a few of the main obstacles:

• Lack of Knowledge and Understanding: One of the main obstacles is enterprises' ignorance of the principles of the circular economy and their possible advantages. It's possible that many businesses are ignorant of the idea or think it's difficult to apply. To overcome this obstacle, awareness-raising efforts and educational programs that promote circularity as a corporate strategy must be launched [12].

• **Financial Restrictions:** Putting circular economy principles into effect frequently necessitates large upfront investments in infrastructure, technology, and training. Companies may have limited funding or be reluctant to commit to circularity projects, especially if there are no quick returns on investment. Financial obstacles can be reduced and firms can be encouraged to invest in circular solutions by providing access to finance channels, such as loans, grants, or incentives [23].

• **Regulatory obstacles:** Companies looking to implement circular economy principles may face difficulties due to ambiguous or inconsistent regulatory regimes. The absence of harmonization between jurisdictions, obsolete regulations that support linear business models, and regulatory uncertainty about waste management and product standards are a few examples of regulatory hurdles. Governments are essential in fostering favorable policy settings and establishing incentives and rules that promote circularity [13].

• **Technological Restrictions:** Some companies may run into issues when putting circular economy principles into effect due to technological limits. This could involve difficulties with circular product designs and materials, restricted access to recycling infrastructure, or limitations in the recycling technologies now in use. Investing in cutting-edge technology research and development as well as partnering with technology suppliers can assist get beyond technological obstacles and advance circularity.

• **Supply Chain Complexity:** For companies with international or intricate supply chains, supply chain complexity is a major obstacle to the adoption of the circular economy. It might be difficult to manage reverse logistics, coordinate circular activities with various stakeholders, and guarantee the quality and traceability of recycled materials. Overcoming supply chain obstacles and implementing closed-loop systems require cooperation and collaborations across value chains[14]

• **Cultural and Organizational Factors:** Businesses may find it difficult to implement circular economy strategies due to organizational inertia, change aversion, and cultural barriers. Risk aversion, ingrained linear business models, and a lack of internal champions or leadership backing for circularity efforts are a few examples of this. Overcoming organizational hurdles and accelerating cultural change can be accomplished through cultivating an innovative culture, encouraging cross-functional collaboration, and offering incentives for sustainability [22].

• **Market Demand and Consumer Behavior:** Adoption of the circular economy may be hampered by a lack of market demand for circular goods and services and consumer preferences for traditional goods. If there's not enough demand for sustainable alternatives or willingness to pay for them, businesses can be reluctant to invest in circularity efforts. educating customers, bringing attention to the advantages of circular goods, and taking part in involving in discourse with stakeholders can aid in generating demand for circular solutions and removing obstacles from the market [15].

• **Measurement & Metrics:** The absence of defined metrics and methodology makes it difficult to measure and quantify the circularity of supply chains and corporate processes. It may be challenging for businesses to effectively monitor and report their performance in terms of circularity, which makes it challenging to evaluate progress and explain the effects of circular activities. Addressing measurement obstacles and facilitating performance monitoring and benchmarking can be accomplished through the development of standardized metrics, methods, and reporting frameworks for circularity[21].

Thus the companies, governments, academic institutions, and other stakeholders must work together to overcome the obstacles preventing the widespread adoption of the circular economy. Businesses can foster innovation, reap the benefits of circularity, and help create a more resilient and sustainable economy by recognizing and removing these obstacles.

COMMON THEMES IDENTIFIED IN LITERATURE ON CIRCULAR ECONOMY TO SUSTAINABLE BUSINESSES

The literature on sustainable enterprises and the circular economy presents a number of common topics that represent important areas of discussion, analysis, and research. Among these themes is environmental sustainability, which highlights how circular economy ideas like resource efficiency, waste minimization, and closed-loop systems can help address problems like pollution, climate change, and biodiversity loss while also having a positive impact on the environment. Research has shown that implementing circular economy practices can have a positive impact on businesses in terms of cost savings, increased competitiveness, and the creation of new revenue streams. Examples of these initiatives include product remanufacturing, material reuse, and resource optimization. Additionally, the role of innovation and technology in driving circular economy transitions is highlighted, with research focusing on technological advancements such as recycling technologies, digital platforms, and materials science innovations that enable businesses to develop and implement circular business models and solutions [16]. Supportive policy frameworks and regulations for advancing the circular economy are also emphasized, along with the complexities of circular supply chains, consumer behavior and market demand for sustainable products and services, the development of circular business models and strategies, measurement and metrics for assessing circularity performance, collaboration and partnerships among stakeholders, and the importance of education and awareness-raising efforts in promoting circular economy principles and fostering a culture of sustainability. In the final analysis, these themes contribute to knowledge advancement, policy and practice informing, and catalyzing transformative change towards a more sustainable and circular economy [17]. They also highlight the interdisciplinary nature of circular economy research and its relevance to addressing complex sustainability challenges.

EMERGING TRENDS

Several growing trends in the literature on sustainable enterprises and the circular economy represent changing areas of interest, innovations, and objectives in the field. One popular trend is the combination of circular economy principles with digital technologies like blockchain, data analytics, IoT, and AI. Scholars are delving into the ways that digitization promotes stakeholder engagement, product lifecycle management, and increased transparency, traceability, and efficiency in circular supply chains [18]. The principles of circular design and materials innovation are also gaining popularity. These emphasize methods for giving priority to longevity, reparability, and recyclability. Additionally, developments in material science, such as those involving bioplastics, bio-composites, and nanomaterials, provide sustainable substitutes for traditional materials. Moreover, there is an increasing interest in the spread of circular business models and sharing economy platforms. Research is looking at novel strategies such as product-as-a-service, collaborative consumption, and sharing platforms, with the goal of optimizing resource use and promoting circular transactions and value creation. Furthermore, with the idea of circular cities gaining popularity, there is an increasing interest in incorporating the ideas of the circular economy into urban contexts and city planning. Various research examines how integrated infrastructure systems, participatory governance techniques, and circular urban design might close resource loops, reduce waste production, and improve urban resilience. Research into financial products like green bonds and impact investing has been spurred by the advent of circular finance and investment as a new area of attention, which highlights the financial opportunities and hazards involved with circular economy transitions [19]. Moreover, research is looking at how circular principles might address social and environmental issues while promoting global collaboration and technology transfer. This is bringing greater attention to the benefits and challenges of the circular economy in rising markets and developing nations. In addition, novel legislative strategies and global cooperation mechanisms such as Eco labeling programs, cross-border cooperation projects, and circular economy roadmaps are being created to support the transition to a circular economy. In conclusion, studies concentrating on sustainable food production, distribution, and consumption practices that lessen waste and environmental impacts while promoting food security and biodiversity conservation are highlighting the growing importance of applying circular economy principles to food systems and agriculture [20]. The circular economy field is dynamic and constantly evolving in response to changing environmental, social, economic, and technical factors, as seen by these rising developments.

CONCLUSION

The research on the circular economy and sustainable business practices indicates that this is a dynamic and developing sector with a range of viewpoints, creative solutions, and persistent difficulties. Scholars have shed light on the potential of circular economy concepts to shift sectors, economies, and society toward higher sustainability through thorough reviews, case studies, and empirical research. This study emphasized the complex character of the circular economy, which combines environmental, social, and economic factors to support resilient and regenerative systems, from economic opportunities to environmental imperatives. But for all the optimism around circularity, the literature also points out a number of problems and points of disagreement. There is ongoing discussion over the parameters and application of the circular economy, as well as the efficiency, scalability, and unexpected outcomes of circular activities. Furthermore, concerns about the function of technology, the consequences of circular transitions for equity, and the creation of frameworks for supportive policy also need to be addressed. These differences in opinion highlight the circular economy concept's complexity and interdisciplinary nature, reflecting the various priorities and points of view held by

the corporate, academic, and policymaking groups. The incorporation of circular ideas into agriculture and food systems highlights the possibility for comprehensive change and adaptability. Stakeholder participation, evidence-based policymaking, and interdisciplinary collaboration are essential for managing the challenges presented by the circular economy. Researchers, decision-makers, companies, and civil society organizations can advance the circular economy agenda, address important issues, and fully realize the potential of circularity to build a more sustainable, just, and prosperous future for all by promoting communication, knowledge sharing, and cooperative action. The body of knowledge will be crucial in determining how circular economy transformations proceed and directing efforts toward attaining

REFERENCE

- 1. Awan, U., & Sroufe, R. (2022). Sustainability in the Circular Economy: Insights and Dynamics of Designing Circular Business Models. Applied Sciences, 12(3), 1521. https://doi.org/10.3390/app12031521
- 2. S. H. Abbas, S. Sanyal, P. Nagpal, J. Panduro-Ramirez, R. Singh and S. Pundir. (2023). "An Investigation on a Blockchain Technology in Smart Certification Model for Higher Education," 10th International Conference on Computing for Sustainable Global Development (INDIACom), New Delhi, India from 15-17 March 2023, pp. 1277-128
- 3. B. Krishna Kumari, V. Mohana Sundari, C. Praseeda, Pooja Nagpal, John E P, Shakti Awasthi. (2023). Analytics-Based Performance Influential Factors Prediction for Sustainable Growth of Organization, Employee Psychological Engagement, Work Satisfaction, Training and Development. Journal for ReAttach Therapy and Developmental Diversities, 6(8s), 76–82.
- 4. Bianchini, J., Rossi, M., & Pellegrini. (2019). Overcoming the main barriers of circular economy implementation through a new visualization tool for circular business models. Sustainability, 11(23), 6614. https://doi.org/10.3390/su11236614
- 5. R. Bhattacharya, Kafila, S. H. Krishna, B. Haralayya, P. Nagpal and Chitsimran, "Modified Grey Wolf Optimizer with Sparse Autoencoder for Financial Crisis Prediction in Small Marginal Firms," 2023 Second International Conference on Electronics and Renewable Systems (ICEARS), Tuticorin, India, from 2-4 March 2023, pp. 907-913, doi: 10.1109/ICEARS56392.2023.10085618.
- 6. Bonsu, N. O. (2020). Towards a circular and low-carbon economy: Insights from the transitioning to electric vehicles and net zero economy. Journal of Cleaner Production, 256, 120659. https://doi.org/10.1016/j.jclepro.2020.120659
- F. A. Syed, N. Bargavi, A. Sharma, A. Mishra, P. Nagpal and A. Srivastava, "Recent Management Trends Involved With the Internet of Things in Indian Automotive Components Manufacturing Industries," 2022 5th International Conference on Contemporary Computing and Informatics (IC3I), Uttar Pradesh, India, 14-16 December 2022, pp. 1035-1041, doi: 10.1109/IC3I56241.2022.10072565.
- 8. J. Divya Lakshmi, P. Nagpal., et al., (2021). Stress and Behavioral Analysis of Employees using Statistical & Correlation Methods. International Journal of Aquatic Science 12(01), 275-281.ISSN: 2008-8019 2021.
- 9. Chaudhary, S., Dhir, A., Ferraris, A., & Bertoldi, B. (2021). Trust and reputation in family businesses: A systematic literature review of past achievements and future promises. Journal of Business Research, 137, 143-161. https://doi.org/10.1016/j.jbusres.2021.07.052
- 10. Madhusudhan R. Urs. & Pooja Nagpal., (2019). A study on Determinants and Outcomes of Job Crafting in an Organization; Journal of Emerging Technologies and Innovative Research, 7,(15). 145-151. ISSN: 2349-5162.
- 11. Elzinga, R., Reike, D., Negro, S. O., & Boon, W. P. (2020). Consumer acceptance of circular business models. Journal of Cleaner Production, 254, 119988. https://doi.org/10.1016/j.jclepro.2020.119988
- 12. Pooja Nagpal (2022) Online Business Issues and Strategies to overcome it- Indian Perspective. SJCC Management Research Review. Vol 12 (1) 1-10. June 2022, Print ISSN 2249-4359. DOI:10.35737/sjccmrr/v12/il/2022/151
- 13. Haas, W., Krausmann, F., Wiedenhofer, D., & Heinz, M. (2015). How circular is the global economy?: An assessment of material flows, waste production, and recycling in the European Union and the world in 2005. Journal of Industrial Ecology, 19(5), 765-777. https://doi.org/10.1111/jiec.12244
- 14. P Nagpal (2023). The Impact of High Performance Work System and Engagement. Business Review. Vol 17 (1) 57-64, ISSN 0973- 9076
- 15. G. Gokulkumari, M. Ravichand, P. Nagpal and R. Vij, "Analyze the political preference of a common man by using data mining and machine learning," 2023 International Conference on Computer Communication and Informatics (ICCCI), Coimbatore, India, 2023, pp. 1-5, doi: 10.1109/ICCCI56745.2023.10128472.
- 16. S. H. Abbas, S. Sanyal, P. Nagpal, J. Panduro-Ramirez, R. Singh and S. Pundir. (2023). "An Investigation on a Blockchain Technology in Smart Certification Model for Higher Education," 10th International Conference on Computing for Sustainable Global Development (INDIACom), New Delhi, India from 15-17 March 2023, pp. 1277-1281.
- 17. Hofmann, F. (2019). Circular business models: Business approach as driver or obstructer of sustainability transitions? Journal of Cleaner Production, 224, 361-374. https://doi.org/10.1016/j.jclepro.2019.03.115

- 18. Kopnina, H. (2019). Green-washing or best case practices? Using circular economy and Cradle to Cradle case studies in business education. Journal of Cleaner Production, 219, 613-621. https://doi.org/10.1016/j.jclepro.2019.02.005
- 19. Tukker, A. (2004). Eight types of product–service system: Eight ways to sustainability? Experiences from SusProNet. Business Strategy and the Environment, 13(4), 246-260. https://doi.org/10.1002/bse.414
- 20. https://www.oecd-ilibrary.org/sites/724e5c45 en/index.html?itemId=/content/component /724e 5c45-en
- 21. Anurag Shrivastava, S. J. Suji Prasad, Ajay Reddy Yeruva, P. Mani, Pooja Nagpal & Abhay Chaturvedi (2023): IoT Based RFID Attendance Monitoring System of Students using Arduino ESP8266 & Adafruit.io on Defined Area, Cybernetics and Systems, DOI: 10.1080/01969722.2023.2166243
- 22. P. William, A. Shrivastava, H. Chauhan, P. Nagpal, V. K. T. N and P. Singh, "Framework for Intelligent Smart City Deployment via Artificial Intelligence Software Networking," 2022 3rd International Conference on Intelligent Engineering and Management (ICIEM), 2022, pp. 455-460, doi: 10.1109/ICIEM54221.2022.9853119
- 23. N Rajput, G Das, K Shivam, CK Nayak, K Gaurav, P Nagpal (2021), An inclusive systematic investigation of human resource management practice in harnessing human capital. Materials Today: Proceedings, 2021, ISSN 2214-7853, https://doi.org/10.1016/j.matpr.2021.07.362.