

The background is a light gray with various abstract geometric shapes in shades of blue and green. These include circles, squares, triangles, and a plus sign. A large white circle is positioned in the upper center, containing the text 'consolid8'.

consolid8

EXAMPLES OF SUCCESSFULLY SCALED SOCIAL INNOVATION INITIATIVES AND SOCIAL ENTERPRISES IN SLOVENIA

Description of methodologies





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Description of methodologies

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INTRODUCTION

This eBook offers a comprehensive look at successfully scaled social innovation initiatives and social enterprises in Slovenia. It details the methodologies employed in these successful ventures, providing valuable insights for local, regional, and national policy actors. This resource aims to engage stakeholders in creating supportive policies that foster similar innovations. By showcasing practical examples and proven strategies, the eBook serves as a crucial tool for understanding and advancing the landscape of social entrepreneurship and innovation in Slovenia.

The eBook showcases four innovative Slovenian social enterprises:

Knof Circular Lab: Focused on sustainability, Knof operates reuse boutiques, challenging the stigma around second-hand clothing and fostering a culture of recycling and environmental consciousness in Slovenia.



Fund2740: Aiming for high social and environmental impact, Fund2740 supports underserved communities through impact design and investment. It collaborates with various donors, including Google.org, and participates in European social entrepreneurship networks.



ETRI Group: Specializing in inclusive employment, ETRI Group integrates individuals facing various challenges into the workforce, demonstrating the value of social inclusion and sustainability in business.



Aurora Coworking Murska Sobota: Founded by Jose Antonio Morales, this coworking space exemplifies a sustainable, community-focused model, catering to local needs and fostering entrepreneurship in smaller cities and towns.



By showcasing diverse successful models from Slovenia, it also provides a template for other European nations to understand and emulate effective social entrepreneurship strategies. This contributes to a wider European dialogue on fostering sustainable, socially-conscious business models, aligning with the EU's overarching goals for social innovation and economic development.

knof

KNOF CIRCULAR LAB

Knof is a Slovenian social enterprise with a focus on circularity and sustainability. Based in the town of Krško, it runs six reuse boutiques around Slovenia, using a market model that has positive effects on the environment, the local economy and the community.

Summary

- ✚ The first reuse store was opened in 2011, emanating from the idea of a place where people could exchange their still-useful things.
- ✚ Second-hand clothing is no longer seen as clothing only for the poor, but as an opportunity to purchase something unique, vintage, or even branded at a good price.
- ✚ The Knof circular development is still based only on prolonging the life of textile materials and carbon sequestration, but cradle-to-cradle for textile is now globally still just a dream.



ABOUT KNOF

Knof is a social enterprise with a focus on circularity and sustainability. It has been in operation for more than a decade and has developed into a business organisation with a wealth of knowledge and experience in the field of environmental, social and economic challenges, geared towards sustainable development.

Knof has opened six Stara Šola reuse boutiques, using a market model that has positive effects on the environment, the local economy and the community. Now, it is turning to a new project: establishing the first circular laboratory in Slovenia in the city of Krško.

The circular laboratory is a training ground for developing and testing circular business models and designing products and services to reduce waste generation. It also has a circular space of over 3000 m² in Krško's Mercator centre; this provides space for the reuse boutique, a coworking space, a carpentry, sewing and machine workshop and a sales space. The laboratory has the personnel, know-how, technology and infrastructure to produce various prototypes from waste materials, such as textiles, wood and plastic.



ABOUT MOJCA ŽGANEC METELKO

As the founder of KNOF social enterprise, she embarked on this path in 2007, initially focusing on the inclusion of people with fewer opportunities and the establishment of reuse boutiques. Over the years, her expertise has evolved, and she now specializes in initiating, connecting, and funding sustainable business initiatives. Her current focus extends to developing circular business models, driving systemic change, and fostering social innovations aimed at reducing, reusing, and recycling textile, furniture, and plastic waste. Notably, she has pioneered the Circular laboratory in Krško, serving as a creative innovation center, business incubator, and coworking space—facilitating the growth of circular ideas and contributing to a more sustainable future.



KNOFS HISTORY

The first reuse store was opened in 2011, emanating from the idea of a place where people could exchange their still-useful things. When the first shop was opened in a small town, there were already many donations from people—mostly clothes. The first customers were mostly people with a lower income; so, the shop was still perceived as “the social shop for the poor.”

The shop got a lot of attention from the media and the public, and soon opened two additional locations. The idea was also that the municipality or utility companies would systemically co-finance the costs of workers at these shops. But this didn't go as planned, as some of the utility companies didn't care for the social impact and there was no real argument to persuade them into collaboration. They said that they don't have the budget or responsibility for taking care of this social issue.

The Stara Šola reuse centre started as a social enterprise business model. The aim was to create jobs for the disadvantaged (long-term unemployed, disabled, Roma people). After 5–7 years, a change of perspective was needed, and the realisation was that the main competitors were not humanitarian organisations giving away free clothes, but Zara, H&M and others. The decision was taken to offer to the clients the same experience of shopping that they have in these stores.



Transformation from reuse centres into reuse boutiques. Professional staff that was fashion-aware was hired and they started building a brand of (vintage) second-hands. In 2020, there was an expansion to furniture. They have the biggest vintage and used furniture Salon in Slovenia and in the last few years, they have moved to reusing and repurposing plastic waste. They also advanced in the production processes, know-how, technology and partnerships, started working with the B2B sector.

METHODOLOGY

KNOF business model is a bit different from other business models that Slovenian second-hand shops have. They accept donations from local people, and then sort, check and resell them. They don't import clothes for sale from other countries, they don't buy clothes either. This helped them build awareness among people of different ages. If in the beginning—12 years ago—many people considered it something shameful to buy clothes at a second-hand store, today their stores see both young people and the adult generation. Second-hand clothing is no longer seen as clothing only for the poor, but as an opportunity to purchase something unique, vintage, or even branded at a good price.

It works the same way on the other side. Not all of the donors buy clothes second-hand. There are also those who prefer to simply get rid of unnecessary clothes. And instead of throwing them into a landfill, they bring those to us.

At present they have six stores throughout Slovenia, one of them is in Ljubljana. Three of them are franchised out, and three are our own. Together, we make around €300.000 income yearly from sales of used clothes, furniture and other items. They sell around 30.000 items per year.

For now four stores accept donations directly from local people. They check and sort the content. Around 10–20% are sent to the utility company under “mixed waste” and that goes for incineration (because it can't be reused or resold). The other 90–80% they resell in their shops and online store, donate to organisations that help homeless people or people in need, or cut cotton T-shirts, as well as bedding, towels, bathrobes into rags and sell them to factories.

For example, in October (2023) they collected 860 kg of textiles and 80 kg of shoes. About 140 kg went to the utility company, around 60 kg went to cotton rags. About 180 kg of the textiles was donated to different organisations.

Second-hand culture is becoming more and more popular in the world, and Slovenia is not far behind. Their stores have two different concepts: the first concept is that people bring us clothes, and they resell them at low prices, but in such stores you need to search for what you need/want because usually there is a large selection, and these stores are quite crowded. That's the kind of store they have in Krško and some other towns (Brežice, Litija, Sevnica).



The second concept is that they hand-select clothes from those that are donated by people. These are mostly vintage clothing of higher quality, famous brands, designers, or fashionable silhouettes. They fix something and steam everything before selling. Such clothes are more expensive, there is less choice, but you want to buy every item. They also redesign some clothes. Usually, these are items of an outdated style or damaged (holes, unwashable stains) made of high-quality materials that are a pity to throw away into a landfill. We remake such clothes into modern ones. These collections usually sell well. They have stores with this concept in Ljubljana and in Novo Mesto and the online shop.

These two concepts allow us to target different audiences: those, who want/need to buy a lot of clothes or are searching for cheap clothes (or both). The other group are people who combine chic, fashion design and vintage—they hunt for vintage treasures and want to be unique.

The store in Krško has existed for more than 10 years. They survived the COVID-19 times. The practice has caught on, but they have improved the concept of the shop several times. The store in Ljubljana is quite young (less than a year), but they see how people respond, especially tourists—they love the store.

KNOF circular lab

On an average, they get 1 tonne of textiles per month per shop, so they are also looking for other, longer lasting solutions to prevent the generation of textile waste. They are working on circular solutions to transform the waste textile into semi-products for furniture and the construction industry, as in these sectors the materials have a long lifespan—60 and more years. The recycled materials can also replace virgin materials from fossil fuels or wood. Their circular development is still based only on prolonging the life of textile materials and carbon sequestration, but cradle-to-cradle for textile is now globally still just a dream.

A lot of the textiles which are discarded in Slovenia into different bins for used textile still go to landfills in Africa. There some collection companies who also make rags, but most of the clothes are exported to big “raghouses” in Europe—so, information of where the clothes actually go is hard to trace.

KONF team is working on establishing a big sorting centre for textiles in Slovenia together with many stakeholders, where we would focus on local reuse of textiles and development of recycled textile semi-products for different type of product production. The crucial thing is a shift in people’s minds to buy less and bigger quality and anti-greenwashing legislation for big textile chains, who will need to partner with us in solving the problem of the over-production they are creating.



In the KNOF circular lab you can find:

- + Project office
- + Research and development department: FabLab with a boutique line for recycling
- + Technical workshops: carpentry, upholstery, sewing workshop
- + Infrastructure of 6 stores across Slovenia and an online store at collection.knof.si for testing new business models and products

KNOFcycle

In November 2023 they started a new innovative project they call KNOFcycle. KNOFcycle is a project that provides you with a fun and convenient service for the responsible disposal of quality clothes you no longer need. Sometimes, we avoid clearing out our closets because we don't know where or how to dispose of the clothes. Then comes a moment when we've had enough of procrastination, and we quickly discard the clothes anywhere, just to get rid of the hassle. However, this turns them into waste that significantly burdens the environment.

Why not donate them to us, where we will extend their life for at least a few more years, perhaps even generations? The Knofcycle system was built with this vision: to make it easier for you to empty your closet and inspire us with vintage pieces, all while doing something good together.

KNOF and the City Municipality of Novo mesto, which supports the project, enable citizens to receive a KNOFcycle box for free in December 2023, allowing them to donate still usable clothes.

THE PROCESS IS STRAIGHTFORWARD:

Individuals can order the KNOFcycle box from collection.knof.si, and it will be delivered to their address. The box price includes both the cost of postage and return postage.

To declutter their closet, users fill the box with quality clothes they no longer wear.

After filling and preparing the box for collection, users are requested to notify KNOFcycle by calling the provided phone number: 068 612 989. A courier will then get in touch to coordinate a convenient time and day for collecting the box. Users do not need to label the box; they simply hand it over to the courier.

If the submitted clothes align with KNOFcycle's standards, users will receive a refund, and there's also an opportunity to earn some extra income. The money will be transferred to the user's bank account within 30 days after the box is received.



Some ongoing cooperations:

In the field of circular economy, they have successful development collaborations with numerous companies. Tehy collaborate with KOSTAK d.d. in reducing bulky waste and extracting valuable secondary materials. With BETI d.d., our collaboration focuses on recycling their technological plastic waste and developing new circular products from leftover yarn. Additionally, they engage in partnerships with public institutions and municipalities; for instance, they provided a decoration for the city center during the LUV FEST festival for the Tourism Ljubljana Institute, using 100% recycled plastic.

Within Knof, there is also a supportive entrepreneurial program designed for individuals, creatives, and entrepreneurs, offering:

- ✚ Incubator: a supportive environment for testing and operating in the market even before officially opening a company
- ✚ Mentorship for the development and launch of sustainable business ideas
- ✚ Shared use of FABLAB equipment: CNC mill, laser cutter, engraver, 3D printer, plastic recycling machines and
- ✚ A Coworking space

HOW TO PRESENT AND ENGAGE NATIONAL, REGIONAL AND LOCAL POLICY ACTORS IN CREATING NEW SUPPORTING POLICIES?

KNOF is already effectively engaging with national, regional, and local policymakers, influencing the creation of supportive policies that facilitate and encourage circular economy practices. But to strengthen this engagement even further they will need to strategically communicate the mission, successes, and needs of already conducted good practices and successful cases. Below are some additional suggestions of the possible new policy recommendations.

Some suggestions include:

- ✚ Identify specific policy areas that align with KNOF's mission and present a case for how new policies could enhance circular economy practices.
- ✚ Use quantitative and qualitative data to demonstrate the effectiveness of circular practices in waste reduction, job creation, and community development.

- ✚ Provide concrete suggestions for regulatory changes, incentives, or support mechanisms that can promote and sustain circular initiatives.
- ✚ Collaborate with environmental, sustainability, and business advocacy groups to amplify the message.
- ✚ Arrange meetings with relevant policymakers at national, regional, and local levels to discuss the circular initiatives.
- ✚ Seek input from policymakers, understand their concerns, and present KNOF's role as a solution provider to shared challenges.
- ✚ Attend public consultations and forums related to environmental and economic policies.
- ✚ Position KNOF as a resource for policymakers by offering expertise, data, and insights related to circular economy practices.

IN CONCLUSION

Over the past decade, KNOF has evolved from its roots as a reuse boutique, transforming into a multifaceted organization under the visionary leadership of Mojca Ž. Metelko. The establishment of the Circular laboratory in Krško reflects KNOF's commitment to pushing the boundaries of sustainability, providing a dynamic space for circular ideas to flourish. From initiating the KNOFcycle project for responsible clothing disposal to collaborations with various companies and public institutions, KNOF actively shapes and contributes to the circular economy landscape in Slovenia. As the organization continues to grow, KNOF engages with policymakers at national, regional, and local levels, advocating for supportive policies that foster circular practices, reduce waste, and drive positive societal change. KNOF's journey encapsulates a powerful narrative of transformation, innovation, and dedication to creating a more sustainable future.





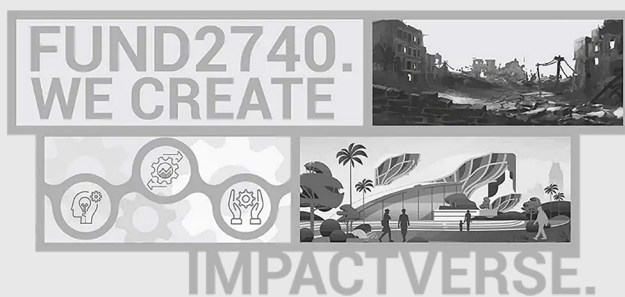
GROUP

FUND2740

HIGH IMPACT FOUNDATION

ABOUT FUND2740

FUND2740 – High Impact Foundation vision is a world where all people's choices make a positive high-impact and create a better world (we call it Impactverse). Their mission is to develop tools and to motivate people, charities and companies to cherish social and environmental objectives. Their activities include Impact Design, Impact Investment, Impact Solutions and other programs for high-impact. FUND2740 is a not-for-profit foundation offering free services and support to the underserved, charities and social economy organisations. Over 400 donors and investors, including Google.org are supporting their activities.



HISTORY

They dedicated several years to working in non-governmental organizations, ensuring citizens could allocate part of their income tax for public benefit. In 2012, Sklad 05 (Fund 05) was founded with ministry consent by Brez dobička – innovative družbene storitve d.o.o. The goal was to perform Law on Foundations activities for the common good.

Over the years, they executed impactful projects, focusing on social entrepreneurship and innovation in Slovenia. Fund 05 received over 2.0 million EUR from 300 donors through the 0.5% income tax program. They joined European Networks (FEBEA, EVPA, Euclid Network, Transnational Giving Europe TGE, Giving Tuesday, etc.).

As Fund 05's president, they represented Slovenian civil society and social entrepreneurs in the European Economic and Social Committee from 2005 to 2020. In 2018, they led the advisory board to the PM cabinet on social economy financing.

Fund 05 partnered in international programs like PROFIT, SENTINEL, and Social Impact Vouchers – SIV, contributing to the growth of social innovation in Slovenia

In 2021, they co-organized the ActSE 2021 conference during the Slovenian EU presidency, emphasizing the need for stronger partnerships and a focus on quality, knowledge, and innovation. Efforts over the decade led to new legislation, scaling the 0.5% to 1%, signaling a positive impact and anticipating new challenges.

The focus shifted to achieving high impact, defined as “having a large or powerful effect.” They developed the Impact Design tool, testing it on ventures like Wood Belt and Impact Tourism. Google.org endorsed their work with a 1 million EUR donation in December 2021, affirming their path toward addressing societal challenges.

Inspired by climbing and mountain running, they chose a new name – Škrlatica, a mountain in the Slovenian Julian Alps symbolizing their work. It's the second-highest peak, often overlooked, much like the societal challenges they tackle. Climbing its walls mirrors the demanding yet rewarding nature of their impact design work. Škrlatica, seen in the reddish light of sunset, encourages thinking “beyond the horizon” for innovative solutions. Fund2740. High Impact Foundation.



ABOUT PRIMOŽ ŠPORAR

Primož Šporar is a seasoned professional with over 20 years of experience in the NGO sector, social economy, impact investment, social entrepreneurship, and social innovation. Holding an LLM in Law, he currently serves as the CEO of the Fund 05 – Foundation for Social and Impact Investment and represented the Slovenian social economy sector in the European Economic and Social Committee (EESC).



Primož embarked on his career in 1999 as the CEO of the Legal Information Center within the non-governmental sector. Over the course of a decade, he actively contributed to various initiatives, projects, and activities. His commitment to the sector led him to serve as a European Economic and Social Committee member in Brussels from 2005 to 2020, providing a strong voice for NGOs and social enterprises.

In 2011, Primož founded No Profit – Innovative Services for Society Ltd, and in 2012, he established Fund 05 – Foundation for Social Investment. Throughout the past decade, he dedicated his efforts to developing the social economy sector, impact investment, and social innovation. Since 2020, his primary focus has been on impact design processes.

Following a foundation reorganization in 2022, Primož assumed the role of FUND2740 CEO, continuing his commitment to supporting social enterprises and impact investment in Slovenia and Europe. As a High Impact Designer and CEO at FUND2740, he brings a wealth of expertise in business planning, social innovation, and social entrepreneurship.

Beyond his professional endeavors, Primož is deeply passionate about designing and implementing solutions to address social and environmental challenges. He actively empowers others to join these efforts. He co-founded and serves on the boards of several organizations and initiatives, including Catalyst 2030, Slovenian Diversity Charter, and Euclid Network, all promoting social inclusion, diversity, and collaboration.

Outside the professional realm, Primož enjoys climbing and mountain running, embodying the resilience and determination he brings to his work. As a proud father of five children, he remains dedicated to creating a positive impact on both a personal and societal level.

METHODOLOGY



DESIGN

IMPACT DESIGN

Impact design is a systemic design and methodological production method for society's challenge solutions with positive, high impact.

It is a tool scaling high-impact entrepreneurship philosophy – a philosophy developing activities, products and services with a maximised positive effect on society.

Impact design is a tool for business models of the future. It can serve in very early planning stages to help build a coherent, holistic frame of the future endeavour of businesses, social enterprises and other stakeholders. At the same time, it is an effective tool resulting in innovative and competitive products and services. Based on “flexi-certainty” principles, the methodology offers a robust yet straightforward impact management and measurement framework.

We can also use impact design in other impact-oriented activities within not-for-profit models, policymaking and other processes to scale the impact of their society-challenge solutions. Impact's design side effect is in successful “translation capacity”, often translating different “languages” spoken by not-for-profits, businesses, the public

sector and other stakeholders and building mutual trust. Impact design can be complex for micro-impact ventures or start-ups. Therefore we modified and simplified the process for their use – we called it Simple Impact Design.

While developing impact design, we distinguish between the “story” and “philosophy”. All ventures and society challenges solutions have their stories. They are doing what they do, their inspirations, fantastic and less good experiences. We understand philosophy more profoundly and strategically. Building philosophy is a strategic process considering many aspects that might influence our venture. It is conscious work and time investment into the future of our impact venture. Impact Design is a tool to help us in this process.

Impact Design Management 5.0

We use Impact Design 5.0 management approach to help companies build high impact. Impact Design is a systemic design and methodological production method for society challenge solutions with positive, high-impact.

LEVEL 1.0 - IMPACT INSIGHT

We provide impact insight with the organisation of workshops and events, preparation of documents and promotion of impact design in society.

LEVEL 2.0 - IMPACT DESIGN SCORE

Impact Design Score is an essential part of the Impact Management process.

Scoring is a self-assessment process where you freely select indicators for the impact maximisation of your SCS. You can score each indicator with six different scores depending on the situation. Then you define the goals you want to reach in a specific period. After the selected period, you repeat the scoring.

The self-assessment process can take from 1 to several hours or days. You can also save your work and continue later. In addition, we can help and support you with questions, guidance, resources, and practical examples to make the process easier.

LEVEL 3.0 - IMPACT DESIGN ASSESEMENT

Once you have an impact design score, it is clearer what you need and how you want to maximise the impact of your SCS. Fund2740 team can do an independent assessment of your score and support you in preparing your impact design program.

LEVEL 4.0 - HIGH IMPACT DESIGN

Fund2740 team of experts helps you design a more robust and strategic TO-DO PLAN for the high impact of your SCS. We can also offer help and support in developing CONTENT such as impact management, solutions for society challenges, scaling quality, sustainability, social and technological innovation, digitalisation, partnerships, and local impact. In addition, we help integrate the underserved, social economy and other possible activities (»beyond the horizon«) needed to develop and scale the effects of your SCS.

LEVEL 5.0 - IMPACT DESIGN PLEDGE

An impact design pledge is a “step” where you publicly recognise the importance of your business or other activities’ impact. As a result, you oblige yourself to follow the impact design principles and permanently mainstream impact design activities for impact maximisation in your business or other activities in your best manner.

Signing the pledge lets you use Fund2740 impact design logo in your SCS communications and join the impact design “family”.

The pledge can be signed by:

1. organisations and stakeholders participating in Fund2740 impact design programs or programs implemented by Fund2740 partners when they successfully end the program
2. organisations not participating in the formal impact design programs Fund2740 partners or Fund2740 implements. They need to do impact design scoring, and Fund2740 needs to make their independent assessment before the pledge.

Finally, based on the impact pledge signature, you make publicly (and to Fund2740 (partners)) available information and reports about your impact-related activities and progress. The pledge is available on the pre-prepared form by Fund2740.

Impact Fields, Impact Groups And Impact Indicators

We divided the Impact Design production method into 15 impact fields, each of 5 impact groups. The total number of impact field indicators is 110 (t.i. 115 when also impact field »Beyond your horizon« is included).

1.0 IMPACT OWNERSHIP

Impact and its maximisation are of high importance for the SCS owner.

2.0 SOCIETY CHALLENGE

The SCS is associated with and positively contributes to addressing a society challenge.

3.0 QUALITY

The SCS is of high quality.

4.0 SAFETY AND HEALTH

The SCS owner is considering the impact on the safety and health of workers, users and the public.

5.0 RESPONSIBILITY AND SUSTAINABILITY

The SCS includes measures that reduce negative impacts on society, the environment, and nature.

6.0 INNOVATION

The SCS owner mainstreams reasonable innovation to maximize SCS's positive impact on society.

7.0 IMPACT USER

Subject to a unique recipe, the SCS activates users to contribute to society's challenge solutions

8.0 DIGITALISATION, TECHNOLOGIES

SCS owner integrates and uses digitalisation and technologies to maximise the SCS's impact.

9.0 HIGH-IMPACT

SCS owner is motivated to achieve SCS high-impact.

10.0 LOCAL IMPACT

The SCS is integrated into the local environment and facilitates a genuine relationship and impact on the local environment and population.

11.0 UNDERSERVED

SCS integrates special attention to and facilitates the inclusion and accessibility of underserved groups and individuals.

12.0 IMPACT AND FAIR ECONOMY

The SCS owner considers organisational form and values ethical financing, goals balance, price policy, democratic management and role of workers, diversity and social investment, fair conditions and fairtrade.

13.0 IMPACT MANAGEMENT

The SCS owner is managing impacts.

14.0 VERIFICATION

The SCS owner or/and SCS are included in various schemes that verify relevant indicators assessing impacts on society.

15.0 BEYOND THE HORIZON

The SCS owner acts in other innovative and efficient manners that significantly contribute to the society impacts of its activities and use of SCS.

Impact Design, Innovation, Competitiveness

Why and how can impact design help us? That is the most common question from very different clients – entrepreneurs, CEOs, social economy stakeholders, non-governmental organisations and decision-makers.

Interestingly, the most common answer is not an answer but rather a question. So, they first ask: “What do you want with your business or activity?”.

More than 80% of answers fall into two categories.

First, we want to be competitive in the market or our work area. Usually, clients understand **competitiveness (C)** in a broader context, including financial aspects, quality and many other indicators. And second – we want to leave an **impact (I)**. Usually, that includes something positive for them, their clients, buyers, and increasingly more often, the supplier chain, partners, environment and society.

Therefore, it is safe to say the formula for most of the client's identity (we mark that as ID) is:

$$ID = C + I$$

C + I work for us. They fit as a potential client, so we introduce a new formula to explain impact design.

$$ID = C + I$$

Well, it looks the same as the previous one. Explanation needed.

This time with ID, they mean Impact Design. Impact design as a systematic tool for Care (C) and Innovation (I). Why Care and Innovation? Because in the impact design process, clients decide what they care about (to maximise their impact) and what they will innovate (to maximise their competitiveness). With Innovation, they understand the different scales of changes, upgrades, adaptations and real innovations.

They end up with two equal yet different formulas that are interconnected:

$$ID \text{ (Identity)} = C \text{ (Competitiveness)} + I \text{ (Impact)}$$

$$ID \text{ (Impact Design)} = C \text{ (Care)} + I \text{ (Innovation)}$$

Understanding the specific and unique wishes for clients' competitiveness and impact enables the development of impact design care and innovation goals and activities. All resulting and visualised in a client's (c) tailored made new impact design formula.

$$c \text{ ID (Impact Design)} = c \text{ Care (for Impact)} + c \text{ Innovation (for Competitiveness)}$$

$$c ID = c CI + c IC$$

Formula opens the space for tailored made solutions and clients' motivation to participate in the impact design process. So now the job starts and, as a rule, ends with clients' scaled competitiveness and higher or even high impact.

Impact Design, Impact Management And Measurement

Impact management is a challenging process. Sometimes can be tough to understand and complex too. Therefore, it is sometimes easier to mainstream impact management into your schemes and strategies. Impact design enables precisely that. While planning and implementing your business model, you can choose between indicators that will be managed and measured. Based on "flexi-certainty" principles, the Impact design methodology offers a robust yet straightforward impact management and measurement framework.

How is impact design different from impact measurement? That is one of the first questions clients ask – entrepreneurs, CEOs, social economy stakeholders, non-governmental organisations and decision-makers.

There are so many methodologies and tools to measure one's impact. But mainly, they are challenging to understand and complex too. The interesting thing is that measurement is not so decisive for most of our clients – at least not at the start. Their first challenge and priority are more about scaling and maximising impact than measuring it.

They soon realise that you don't grow, scale, maximise impact or reach high impact only by measuring their activities. It is an important part, but scaling is far more complex and reaching high-impact demands additional tools.

And here comes the client's second question – can we somehow visualise the scale of impact we could have before we even seriously enter the impact entrepreneurship path? To answer this question, they modified the known formula from business.

Simplified, **the level of high-impact equals how many people you affect multiplied by the level of your impact on each. We use the term “people” for different impact target areas (could also be animals, environment etc.), and we distinct the level of impact on each (for example, from very small to highly decisive).**

HI = P (people) x LI (level of impact)

And it works well for clients to visualise the impact they could or will have before doing anything more complex. They get a feeling of what can be achieved and if that will be relevant enough for them and society challenges they want to tackle. In most cases, the simple and rewarding formula motivates clients not to escape from the measurements but rather to understand it as the first station on their future scale and management impact journey.

Simple Impact Design

Impact Design is a systemic design and methodological production method for society's challenge solutions with positive, high-impact.

Impact design can be complex and sometimes demanding for some impact ventures. Therefore, we modified and simplified the process for them to introduce basic impact knowledge and inclusion of impact to their business models.

Simple Impact Design is a method of designing and scaling impact tailored to “impact micro-enterprises”.

As impact micro-enterprises, we understand ventures initiated by individuals or small teams, underserved individuals, start-up impact entrepreneurs in very early stages and other “future” impact entrepreneurs with limited capacities and resources.

Simple Impact Design is a method of designing and scaling impact tailored to “impact micro-enterprises”.

The goals of Simple Impact Design are:

- ✚ Raising awareness about the benefits of integrating impact design in micro-entrepreneurship
- ✚ Engaging the underserved in impact entrepreneurship
- ✚ Using impact design to scale impacts of micro-enterprises involved and increase their innovation and competitiveness.

We provide impact insight with the organisation of workshops and events, preparation of documents and promotion of impact design in society.

IMPACT INVESTMENT

Untill 2022 FUND2740 gathered around 3,0 Mio EUR within their programs. We invested in more than 350 projects, programs and activities. The majority were micro and small scale projects where they helped with non-refundable grants or bridge loans. More than 300 donors supported their work.

To develop high-impact ventures, organisations and projects, they help you find tailored impact investment, bridge loans, donations or other innovative impact financing resources.

Before the investment, they can help companies and individuals prepare their impact venture plan.

Complex society challenges also demand innovative schemes for their successful solutions. FUND2740 offers services as an intermediary in the impact outcome contracts schemes and develops other innovative financial instruments.

Impact investors, donors and financiers data

Total income tax individual donors

11.046

Total impact investors
and donors

336

International

8

National

328

ActImpAct

58,94 %

371
Projects

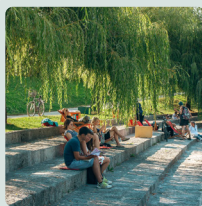
3.266.125,54
Invested (€)

5.541.674,72
Target Amount (€)

Projects supported



Donation for
Društvo za zaščito
živali Kranj



Fairy tale Studio
(Pravljični studio)



ActImpAct

AND MORE



IMPACT SOLUTIONS

Products and services developed with the help of the impact design as a society challenges solutions have additional value to consumers, suppliers, nature and society. They are impactful, innovative and competitive in the market.

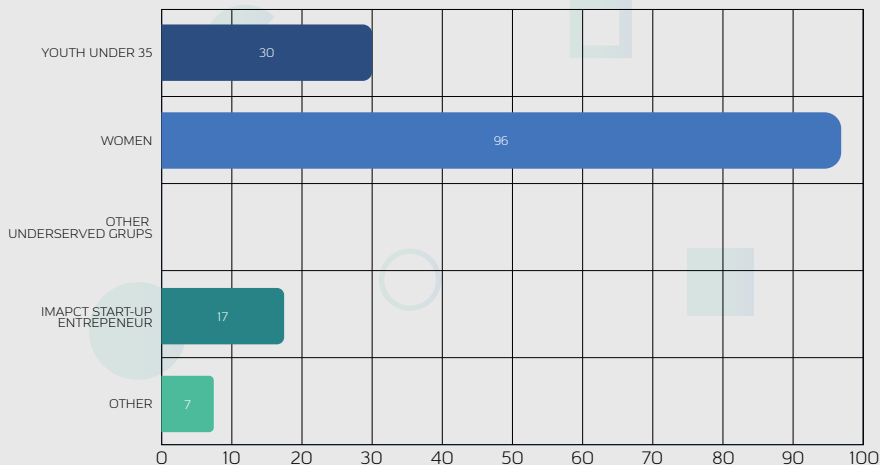
Below you can find stories of those organisations and businesses that created their offer based on values incorporated into impact design.



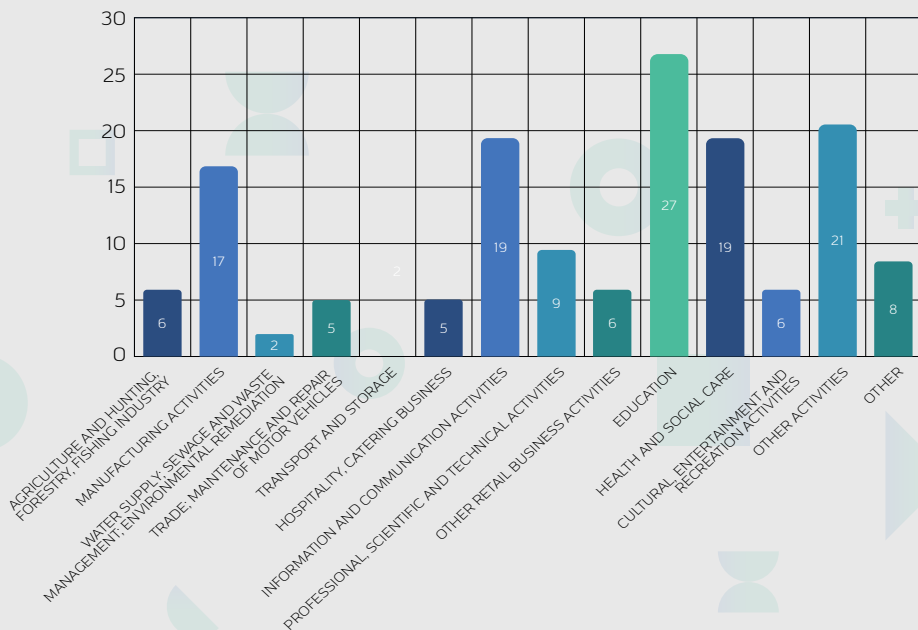
Impact solutions statistics

Total impact solutions: 150

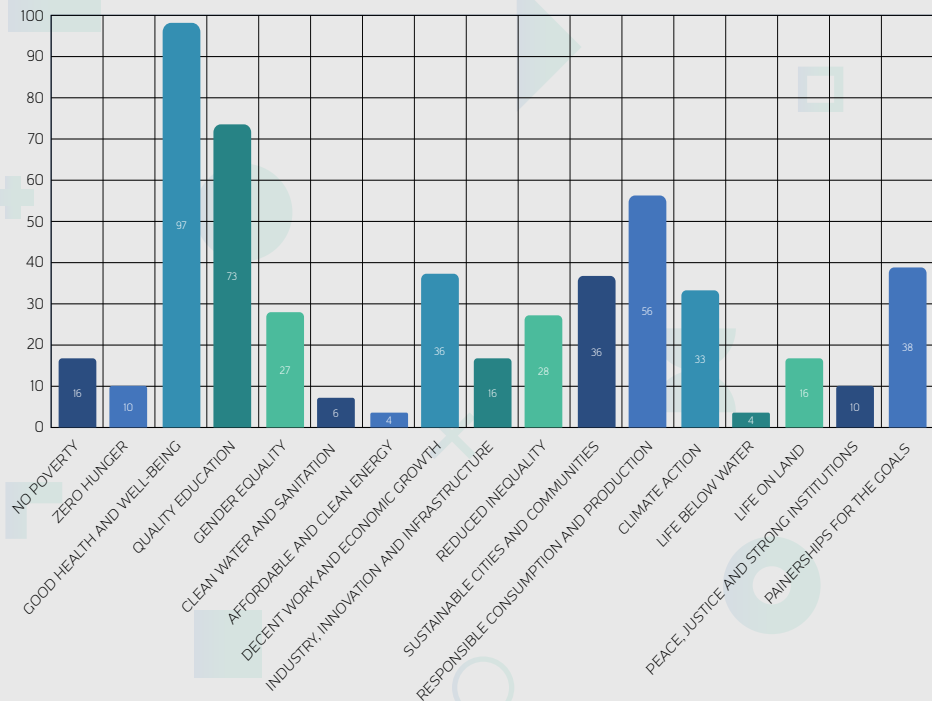
IMPACT ENTREPRENEUR STATUS STATISTICS



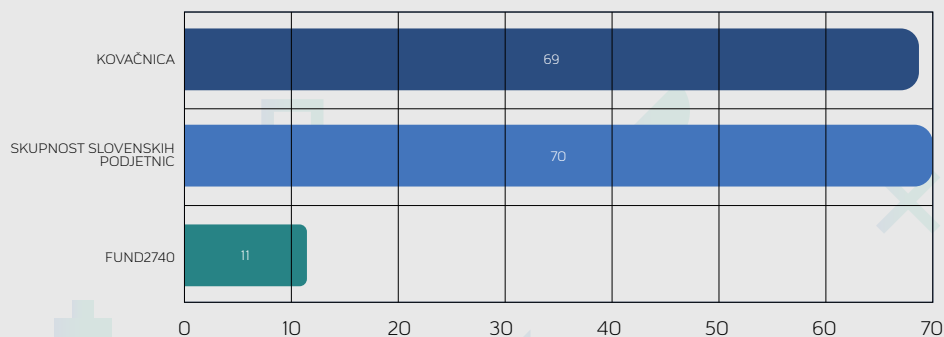
INDUSTRY IMPACT VENTURES BELONG TO



SDG CONTRIBUTION



SUPPORT ORGANIZATION



COMPLETE DATABASE



HOW TO PRESENT AND ENGAGE NATIONAL, REGIONAL AND LOCAL POLICY ACTORS IN CREATING NEW SUPPORTING POLICIES?

Engaging with Fund2740 offers policymakers an opportunity to leverage Impact Design and Simple Impact Design methodologies to inform the creation of supportive policies. By tapping into Fund2740's knowledge base and utilizing their impact measurement frameworks, policymakers can craft policies that align with societal challenges, sustainability, innovation, and inclusivity. Fund2740 and Primož Šporar's commitment to positive societal impact, coupled with their extensive experience and innovative methodologies, make them valuable partners for policymakers seeking to create impactful, forward-thinking policies at the national, regional, and local levels.

Based on Fund2740's Impact Design methodology, we list some examples of new supporting policies that policymakers could consider implementing:

Impact-Centric Tax Incentives:

- ✚ Create tax incentives for businesses and individuals that actively incorporate Impact Design principles into their operations.
- ✚ Offer additional tax benefits for organizations that engage in Simple Impact Design, specifically targeting impact micro-enterprises.

Sustainable Development Goals (SDGs) Integration:

- ✚ Develop policies that encourage businesses and organizations to align their activities with the SDGs, leveraging the Impact Design methodology for effective integration.
- ✚ Provide recognition or incentives for achieving impactful outcomes related to specific SDGs.

Circular Economy Promotion:

- Introduce policies that support businesses adopting circular economy practices, emphasizing sustainability and responsible resource use.
- Offer financial incentives or grants to organizations demonstrating a commitment to circular economy principles through their Impact Design.

Socially Responsible Procurement:

- Implement procurement policies that prioritize working with suppliers and contractors who adhere to Impact Design principles, fostering a supply chain that contributes positively to societal challenges.

Social Impact Reporting Requirements:

- Mandate organizations to include a section on social impact in their annual reports, utilizing Impact Design Score as a standardized measure for impact management and measurement.

Community Engagement and Local Impact:

- Develop policies encouraging businesses to engage with and positively impact local communities, leveraging the Impact Design methodology to ensure meaningful and sustainable contributions.

Inclusive Financial Policies:

- Create financial policies that support impact micro-enterprises, aligning with the goals of Simple Impact Design and promoting financial inclusion for underserved individuals and small teams.

These policy examples are aligned with Fund2740's Impact Design framework and can serve as a foundation for developing a supportive policy environment that encourages positive societal impact and high-impact entrepreneurship.

IN CONCLUSION

The Fund2740 case study illustrates a compelling vision of creating a world with positive, high-impact societal and environmental change, encapsulated in their concept of 'Impactverse.' Their approach, combining Impact Design and Impact Investment with a focus on high-impact solutions, demonstrates a powerful model for social and environmental progress. With support from a diverse range of donors and deep involvement in various impactful initiatives, Fund2740 emerges as a significant player in shaping sustainable and inclusive development. Their methodology and commitment serve as a blueprint for policymakers, inspiring the integration of impact-centric strategies in policy formation to foster a more equitable and sustainable society.





ABOUT ETRI GROUP

The Etri Group operates in the field of ecology, ergonomics and ethical economics and is focused on the person within the process. It comprises seven legal entities employing 70 people. “We employ groups that were recently considered unemployable: autistic individuals, the deaf, the blind, schizophrenics, and others facing psychological or different challenges,” says the founder of the Etri Group, social innovator Lenka Puh and her resilient group of coworkers and coentrepreneurs, write this story with incredible enthusiasm. The first company in the group, Jazon, has been operating for over 33 years, while other legal entities in the group include associations, social institutions, and a cooperative established since 2012. In 2022, they collectively generated just under a million euros in revenue.

Of all employees, 75 percent are from less employable, vulnerable groups. “We argue that someone, even if they are almost non-productive, has the right to employment,” emphasizes Lenka Puh, highlighting the importance of social inclusion through work.

THE PRINCIPLES OF CREATING AN INCLUSIVE SOCIETY THROUGH JOB CREATION FOR ALL.

Based on Etri Principles they co-create stories of integration, promoting a more inclusive society with jobs for all and a sustainable future for Slovenia. Traceability of ingredients, sources and processes applied. Sustainability in terms of innovation, nature & culture preservation. Integrity in terms of transparency and corporate governance. Inclusivity of disadvantaged and vulnerable groups, local community & human-cantered processes. In ETRI group they integrate and embed Etri principles in daily operations, processes, how they define methodologies, supervision and control in building sustainable operations that bring results, a measurable social impact and transformation of society.

DIGNITY

Human dignity is the foundation of their actions. They consistently advocate for the respect of human rights, believing that every individual can find their place under the sun and a job that fulfils them, enabling both career and personal development.

RESPONSIBILITY

Operating within a community means taking responsibility. Firstly, to oneself, fellow humans, the company, the local community, the environment, and cultural heritage. They responsibly contribute to the sustainable development of the company and society.

FAIRNESS

Open and respectful relationships with colleagues, customers, suppliers, manufacturers, partners, communities, and society are the cornerstone of our business.

TRANSPARENCY AND RELIABILITY

Respecting legal regulations, the interests of their partners, and other stakeholders, they aim to contribute to building an inclusive society and a competitive sustainable economy and society.

ABOUT LENKA PUH

Lenka Puh is a socially responsible entrepreneur and social innovator who places the humanization of workplaces and work as a fundamental human need and right at the forefront of her activities. In 1989, she founded the company Jazon d.o.o., which has consistently focused on supplying organizations with products and services. Since 2005, it has also been recognized as a disabled-friendly company. Len-



ka is a certified consultant according to the German Quality Office standard in the field of ergonomics. In addition to her core mission of optimizing work processes and reducing costs, she provides advice in the field of preventive measures for healthy workplaces, with an emphasis on building inclusive employment.

She is the author of standards on the flow of patient documentation, a project leader in the field of the labour market, and the employment of vulnerable target groups. Throughout the years, Lenka has been actively involved in sustainable development and the creation of projects characterized by innovation, reuse, and the employment of vulnerable groups. Jazon is a promoter of the circular economy in Slovenia and a pioneer in defining the approach to people, striving to create green jobs. In 2014, Lenka Puh was honoured as an honorary member of Innovators of Slovenia.

METHODOLOGY

Oak adapts to the needs of each challenge, question, or support requirement of an individual expert, innovator, or team.

A system of companies and organizations, represented by an **apple tree**, implementing sustainable business models and achieving business results for job creation and preservation, while the juniper represents environmentally friendly development of new entrepreneurial ideas in nature.

The Etri Group is keen on establishing a startup community through its co-factory model, aiding companies in launching their operations and inspiring them to embrace social innovation for the enhancement of their co-entrepreneurial model. The **Juniper** functions as a Hub for transferring new knowledge to the market, playing a pivotal role in a development research community dedicated to nature-friendly growth and the cultivation of innovative entrepreneurial ideas that encourage a distinct approach to development.



On all three trees, regular events take place as part of **LinkPoints** (Povezovalnice) – this is an approach that adapts to stakeholders and always aims to generate ideas, conclusions, and approaches.



Oak tree

A development research community to build an inclusive human long-living society.

Apple tree

A system of companies and organizations implementing sustainable business models and achieving business results for job creation.



Juniper

The development research community for nature friendly development and the development of new entrepreneurial ideas that contribute to the realization of a different attitude to growth.



5 CIRCULAR STORIES (PARTNERSHIP FOR AN INCLUSIVE SOCIETY, NGO NETWORK FOR CIRCULAR ECONOMY, MAKE IN SLOVENIA, DON'T WASTE GOOD FOOD, FLORA VIVA)

Circular stories are collaborations for a sustainable future. In Etri Group's circular stories, they address societal change, a product, or a service that emerges through collaboration among various stakeholders with a common goal and aligned interests—to create changes in society across different sustainability domains. Circular stories operate based on Etri principles and represent the implementation of a solution for a recognized community or social challenge through collaboration, learning, and piloting. The goal of circular stories is to create measurable social impacts among connected stakeholders and in the broader society, presenting guidelines and opportunities for environmentally and socially friendly operational changes. The ultimate outcome of a circular story is the defined common goal or solution for the presented challenge.

Partnership for an Inclusive Society

It addresses the social need for building an inclusive society for socially excluded groups in local communities by creating opportunities and tailor-made jobs, as well as exploring new opportunities for implementing social responsibility, collaboration, and cooperation for sustainable development. It focuses on reducing prejudices and stereotypical thinking, using an approach of cross-sectoral collaboration and the development of community services. To acquire key professional knowledge in innovative and interdisciplinary exploration, new forms of collaboration for sustainable development and an inclusive society are used (Povezovalnica).

- ✚ To reduce prejudices and stereotypical thinking.
- ✚ To build an inclusive society for socially excluded groups in local communities.

- + To formulate guidelines, models, and develop work processes for vulnerable groups.
- + To strengthen cross-sectoral collaboration and develop community services.
- + To acquire key professional knowledge in innovative and interdisciplinary exploration of new forms of collaboration for sustainable development and an inclusive society.

Network of NGOs for Circular Economy

Connecting non-governmental organizations operating in the field of sustainable development and circular economy, the network aims to change consumer habits, society, and the economy through collaborative efforts and the implementation of circular narratives to address challenges in various sustainability areas.

ADVANTAGES OF NETWORKING:

- + Membership in the network without membership fees.
- + Joint applications for funding opportunities.
- + Advocacy and operational support for implementing changes in society and other sectors.
- + Democratic influence on the network's plans and mission.

Don't waste Good food

Development of processes in the production and processing of food and the consumption of potential surpluses. Operating in a specific space, with equipment and knowledge that enables new scenarios in the food supply chain and the development of new products from a collaborative business model. From food that likely would not reach the shelves, new value is created, providing opportunities for new jobs and the construction of an inclusive society.



Etri, the innovative project tackling food waste, is led by a team dedicated to addressing the dual challenge of vast food wastage and food insecurity. Project manager Barbara Grintal (PhD. social gerontology) emphasizes the urgent need to rectify this imbalance and elevate the culture of eating. At Etri group, they source surplus food from various companies, preventing it from ending up in landfills. A food technology team at Etri production site are transforming discarded bread into items such as dumplings, savory and sweet bread puddings, granola, and cookies. This sustainable approach ensures that food, which would otherwise be wasted, becomes nourishing meals. Etri distributes these meals, serving a segment to students and staff at the Biotechnical Faculty and providing the rest to the Pod strehco Institute in Moste, where the elderly and those in need receive free, quality meals. Project collaborators and dream team Pod strehco are seeing a growing number of elderly individuals seeking not just sustenance but also social interaction through the initiative. Looking forward, Etri aims to extend their reach, delivering meals directly to the homes of elderly individuals unable to visit their facility.

Lunches for businesses and the funding for their charitable activities at Etri come from various sources, including offering companies lunches made from the ingredients that would otherwise be discarded. Team members responsible for sales in the company, explain,

“Etri offers companies the setup of an ‘Etri point,’ a sort of tea kitchen equipped for employees to heat or finish pre-prepared meals.” Etri supplies this point with monthly meals for the employees, including soups and stews with extended shelf life, sterilized, and some even fermented in their “Mini Factory.” All the products are packaged in environmentally friendly packaging or glass jars returned through a deposit system. The team highlights that companies collaborating with Etri gain value by contributing to society and simultaneously enhancing the satisfaction, health, and productivity of their employees, which explains the increasing number of orders. Etri’s “purchase with purpose” service means that part of the funds is allocated for free meals. “The more orders Etri has, the more they can donate to seniors on the margins of society,” she describes the concept of their work.

Food waste processing is just one of Etri’s stories. They are also involved in removing invasive plants, transforming discarded textiles into new clothing, preserving Slovenian cereal varieties incorporated into their products, and innovation. Among Etri’s employees is Taj Clar, who invented chickpea ice cream in various flavors, including Oreo and Smoki.

Etri Group also collaborates on the project “Decarbonize Slovenia” with a model for a systemic transition to a circular, regenerative, and low-carbon Slovenia. With their experience, Etri contributes to the development of more sustainable practices at the policy and long-term strategy levels. Learn more about this and other projects Etri is undertaking in a video report at the top of the article. They refer to themselves as a “living laboratory” since the business practices they implement in Etri are transferred to other larger companies.

Make in Slovenia

Promoter of tradition, sustainability, and social responsibility in the Slovenian fashion sector and other traditional industries. Encouraging responsible procurement and production with embedded sustainability in systems, organizations, and individuals. Attracting and connecting the creative world with production, aiming to make production jobs those that provide work for various individuals in the community, thus contributing to economic and community development.



Flora Viva

Enhancing the knowledge and competencies of employees while engaging in activities related to seed cultivation, invasive plant control, and prevention of habitat overgrowth is a key focus. This initiative extends to fostering biodiversity, encompassing both natural environments and agricultural spaces. Additionally, there is an emphasis on promoting awareness that individual contributions through behaviour, work practices, and dietary habits can collectively contribute to enhancing climate change resilience. The comprehensive approach involves not only the professional development of staff but also active participation in sustainable practices across seed production and ecological conservation efforts.

THE MINI FOOD FACTORY (IN COLABORATION WITH LIDL SLOVENIA)

On April 24th, 2023, during the Slovenian Day Without Food Waste, the Etri Group unveiled the Mini Factory—a groundbreaking concept for a processing plant dedicated to exploring alternative strategies for handling potential food surpluses. The presentation unfolded at the Ljubljana Biotechnical Faculty unit in Rodica near Domžale, marking a pivotal moment in addressing the pressing issue of food waste.

The primary mission of the day was to foster collaboration among families, individuals, businesses, and institutions, both public and private, with the shared goal of minimizing food waste. Despite numerous efforts, the majority of waste still originates in households. Alarming statistics from 2013 reveal that Slovenia discarded 118,000 tons of food, and by 2021, this figure surged to 143,000 tons—an average of 68 kilograms of food per person per year.

The initiators underscored a crucial point: people often remain oblivious to the staggering quantities of wasted food, yet this poses a severe threat to the environment. The repercussions include heightened greenhouse gas emissions, the endangerment of plant and animal species, soil degradation, and the squandering of substantial amounts of water and energy used in food production.

Breda Krašna, the Secretary-General of the Friends of Youth Association Slovenia, stressed the value of providing assistance through food vouchers and emphasized the significance of educating families for more discerning and rational shopping practices.



Lenka Puh from the Etri Group stresses the intricacies of professionally managing food surpluses while adhering to stringent standards—a formidable challenge. She highlights the imperative role played by a creative team and strategic networking, citing the Mini Factory as a noteworthy example. Through seamless connections

between stores, farmers, and smaller producers aligned with market needs, the Mini Factory crafts a diverse range of products. These include wraps, sandwiches, soups, salads, pies, jams, tea, and the innovative creamy chickpea ice cream.



Operated within the framework of the Allium social cooperative and employment center, the Mini Factory extends its commitment to lifelong education and ensuring a dignified lifestyle for its employees. A team technology leader in the development and production of the No Food Waste story, underscores the immense potential in leveraging technological processes to curtail food surpluses while concurrently creating novel and captivating products.

Acknowledged as an innovative processing plant concept, the Mini Factory strives to mitigate food waste in stores, among farmers, and smaller producers. Its endeavours contribute to the formulation of alternative scenarios for managing potential food surpluses, championing sustainability, and upholding environmental responsibility.

OTHER INITIATIVES

Etri group works under a common mission and vision to grow circular food solutions using new digital tools, by acting local and going global and by developing an appropriate impact measurement model. Currently they are measuring their impact with their new currency,

named Yuhca (soup in Slovene language). Pokušina pod strehco is community kitchen run in collaboration with Red Cross Slovenia. They distribute cooked meals and fresh food donations to people in need. They also organize cooking courses on how to prepare healthy meals.

HOW TO PRESENT AND ENGAGE NATIONAL, REGIONAL AND LOCAL POLICY ACTORS IN CREATING NEW SUPPORTING POLICIES?

Etri Group and Lenka Puh are very actively pursuing the goal of putting as many pilot projects they implement into the system. Many of their initiatives are already supported by local, regional or national public authorities. Some of the projects have also been successful in becoming a nationally recognized approach. But to continue on this path, they will also work on the below activities:

Highlight Social Inclusion Impact:

Emphasize the Etri Group's commitment to employing individuals from vulnerable groups, such as autistic individuals, the deaf, the blind, and those with psychological challenges. Illustrate the positive impact on social inclusion and how this aligns with broader societal goals.

Demonstrate Economic Contribution:

Showcase the economic success of the Etri Group, which generated just under a million euros in revenue in 2022. Highlight the potential economic benefits of supporting initiatives that employ individuals from less employable, vulnerable groups.

Promote Circular Economy Principles:

Emphasize the Etri principles related to traceability of ingredients, sustainability, integrity, and inclusivity. Illustrate how these principles align with the goals of a circular economy, contributing to sustainable development and a competitive, sustainable economy.

Link with Sustainable Development Goals (SDGs):

Clearly articulate how the Etri Group's initiatives contribute to achieving specific SDGs, such as Goal 8 (Decent Work and Economic Growth) and Goal 10 (Reduced Inequality). Showcase the relevance of these initiatives in addressing broader societal challenges.

Engage in Public-Private Partnerships:

Propose collaborative initiatives between the Etri Group and public authorities. Highlight the potential for public-private partnerships to achieve shared goals related to social inclusion, job creation, and sustainable development.

Educate on Food Waste Reduction:

Focus on the No Food Waste initiative and its innovative approach to tackling food waste. Communicate the environmental and social benefits of reducing food waste, emphasizing the potential for collaboration in implementing similar initiatives at a broader scale.

Align with Existing Policies:

Showcase how the Etri principles align with existing national, regional, and local policies related to social inclusion, sustainable development, and circular economy practices. Position the initiatives as complementary to existing efforts.

Offer Expertise and Collaboration:

Express the Etri Group's willingness to share expertise and collaborate with public authorities in developing and implementing supportive policies. Highlight the success of the Mini Factory and its potential as a model for managing food surpluses.

Utilize Case Studies:

Develop case studies that showcase the positive outcomes and societal impact of Etri's initiatives. Use these case studies to illustrate the replicability and scalability of the projects for broader policy implementation.

IN CONCLUSION

The Etri Group stands as a beacon of innovation and social responsibility, embodying principles that transcend business success to create a positive societal impact. By seamlessly integrating inclusivity, sustainability, and economic growth, the Etri Group's initiatives offer a compelling model for shaping a more equitable and resilient future. The principles of dignity, responsibility, fairness, transparency, and reliability, championed by the Etri Group, exemplify a holistic approach to fostering a work environment that not only sustains businesses but also uplifts individuals from vulnerable communities. This commitment is not only commendable but aligns with global aspirations, such as the Sustainable Development Goals.

The Mini Factory, a testament to the Etri Group's commitment to reducing food waste, is a pioneering effort that challenges traditional norms. Its success story serves as an inspiration, demonstrating the potential for transformative change when driven by purpose, creativity, and a collaborative spirit.

As we navigate toward a more sustainable and inclusive future, the Etri Group endeavours become not just a local success but a universal blueprint for meaningful change. By engaging national, regional, and local public authorities, we can unlock the full potential of these initiatives, creating an ecosystem where social impact and economic growth coexist harmoniously.



Aurora Coworking



ABOUT COWORKING MURSKA SOBOTA

Jose Antonio Morales was drawn to Coworking after his experience in Vienna in 2013. He was captivated by the idea of people supporting each other and creating opportunities in a shared space. He views Coworking spaces as ideal for entrepreneurs who often feel misunderstood and isolated. He sees the Coworking market in Slovenia still in its early stages, with less than twenty spaces operating. He cofounded Aurora Coworking Network (ACN) to support rural Coworking spaces and local governments to fund more sustainable Coworking spaces.

In 2015, Aurora Coworking in Murska Sobota faced some challenges adapting the Coworking model to fit the local culture. Jose learned the importance of considering local needs and culture, leading to a successful transformation of the Coworking space using a cooperative model of operations.

Today, Aurora Coworking Murska Sobota offers comfortable shared space to close to 20 members for almost nine years (Murska Sobota, has approximately 10 thousand inhabitants).

The space is member-managed and that means they do not have employed hosts or personnel. Each member has access to the space 24 hours a day. The monthly fees vary every month and they depend on the monthly expenses and the number of active members. The fees in Murska Sobota fluctuate between 40 and 80 Euros per member.

A self-sustaining Micro, Rural, Suburban Coworking Space

With the above model, Jose found a way to make small Coworking spaces sustainable: not losing money and keeping a healthy community. He believes that the same model can be easily replicated in other areas in Europe and he is willing to cooperate with private and public organizations that support local entrepreneurship. With the above model, Jose found a way to make small Coworking spaces sustainable: not losing money and keeping a healthy community.

RURAL COWORKING

There is nothing we can't do.



ABOUT JOSE ANTONIO MORALES

Jose Antonio Morales, the founder of Aurora Coworking and the Fear & Fail series of events, has a fascinating journey that highlights his transition from a tech entrepreneur to a social entrepreneur. Jose, originally from Peru, started his entrepreneurial journey at a young age. He initially ventured into the world of technology, establishing one of the first Internet Service Providers in Peru. His early experiences included both successes and failures, which contributed significantly to his personal and professional growth.



After moving to Slovenia, he continued working in the tech industry for about seven years. He then spent two years in New York City before returning to Slovenia, where he decided to shift his focus from technology to social entrepreneurship. This led to the launch of initiatives like Aurora Coworking and the Fear & Fail events, all part of the Lincoln Island Initiatives. These initiatives have had a considerable impact on his community, with Jose being recognized as a mentor, coach, public speaker, and international trainer.

Jose's work in Slovenia includes supporting the local ecosystem through the Aurora Coworking Network, a cooperative of Coworking spaces designed to support rural Coworking, new initiatives, and local governments interested in funding Coworking spaces. He emphasizes the importance of understanding local culture and community needs in the success of Coworking spaces, particularly in smaller cities and towns. Additionally, Jose has written a book titled "Fear Enough, Deconstructing Fear and Understanding Failure," aimed at entrepreneurs, freelancers, and personal development seekers. The book focuses on overcoming fear and understanding failure, themes central to his work and personal philosophy.

ABOUT AURORA COWORKING NETWORK (ACN)

The Aurora Coworking Network (ACN) was established to connect existing coworking spaces and support new ones in Slovenia. It's a cooperative, distinct from Aurora Coworking, which is a social business. Jose suggests several strategies, including defining the nonprofit status, understanding the local ecosystem, connecting with networks, and creating a community-driven culture.



Jose along with some other believers, is setting up a Network of Micro, Rural, Suburban Coworking Spaces (CW). With this initiative they want to address the following:

- ✚ Financial sustainability for CW spaces.
- ✚ Establishment of new small CW spaces.
- ✚ Connecting entrepreneurs and freelancers to counteract the negative effects of the 'gig economy'.

They are a Slovenian Cooperative for Coworking spaces running in rural, suburban, and small cities under 50k inhabitants. For them a coworking is more than desks and wifi, it is a diverse global movement that is defining the new ways of work and community building. ACN recognizes that Coworking spaces operating in small cities face different conditions and challenges than the ones in big cities. Despite their business models, funding strategy, and the diversity of their stakeholders, their success depends on their capacity to adapt to their unique local culture. ACN offers existing Coworking spaces, and new Coworking initiatives in Slovenia a path for cooperation,

scaling, collective impact, and international networking. ACN also offers consulting, co-creation, and custom training programs to Municipalities, Local Governments, and other organizations that support entrepreneurship and regional development.

Jose is meeting with and assisting representatives from Municipalities, Regional Development Agencies, Business Incubators, and any other agencies that support entrepreneurship, rural development, or community-building in understanding the benefits of Coworking for rural and suburban areas in Slovenia.

In the post-pandemic era, many freelancers, independent professionals, startup entrepreneurs, and even corporate team members are returning to the rural and suburban areas. The New Ways of Work enables individuals to work from anywhere and increasingly from Coworking spaces.

European Rural Coworking Project (ERCP) is an initiative that aims to identify, map, and connect rural coworking spaces across Europe. It addresses the unique challenges of establishing coworking spaces in smaller settings, seeking to increase visibility, cooperation, and funding sources. Jose envisions an increase in small, community-oriented coworking spaces across Europe, acting as local entrepreneurship hubs. He anticipates these spaces will use open-source software for management and create an interconnected network for travelers and entrepreneurs.



JOSE'S VISION

LINCOLN ISLAN INITIATIVES (LII)

Jose draws inspiration from Jules Verne's "The Mysterious Island", linking entrepreneurship to adventure and resilience. Lincoln Island Initiatives, began as an idea for networking retreats, and later evolved into supporting various entrepreneurship-related projects. Coworking is a fundamental aspect of these initiatives, representing community alongside purpose, legacy, personal development, and adventure.

These insights provide a glimpse into the evolving landscape of Coworking, particularly in rural areas, and the importance of adapting strategies to local cultures and needs. Morales' journey from technology to social entrepreneurship underscores the dynamic nature of career paths and the potential for spaces like Coworking to foster community and innovation. Islanders are driven, independent, entrepreneurial individuals that thrive in well-connected communities. Islanders care about their quality of life and masterfully play the adventure of entrepreneurship. They learn from others and share their wisdom.

With Lincoln Island Initiatives Jose talks about business opportunities, purpose, beating fear, getting the best from our failures, Coworking, traveling, flat organizations, and community-building, and he shares resources.

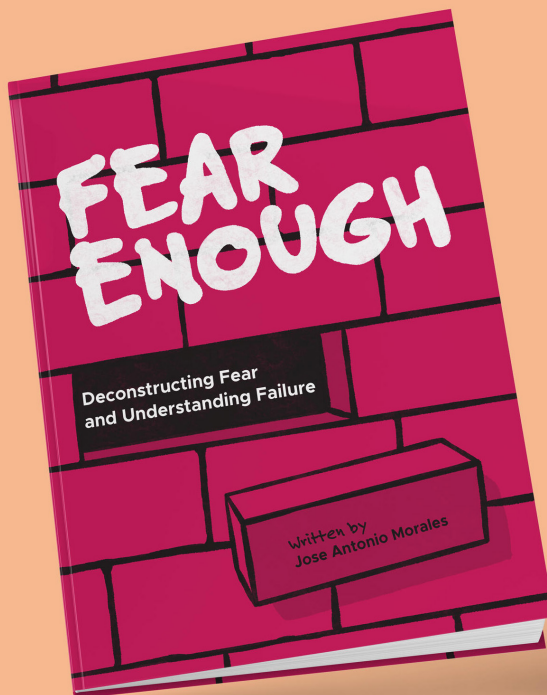
With LII Jose is about answering the below questions:

- + **Purpose.** How to keep the energy of entrepreneurship going?
- + **Community.** How to activate networks?
- + **Sharing.** How to use expertise to support others?
- + **Fearlessness.** How to overcome the limiting effects of fear?
- + **Adventure.** How to enjoy the path?

Within LII there are multiple tools and methodologies Jose uses to engage with individuals:

1. FEAR AND FAIL
2. VISION OF PRESENT
3. THE GLUE
4. AURORA COWORKING

The book, “Fear Enough, Deconstructing Fear and Understanding Failure,” is a guide to understanding and conquering fears. It offers a framework that has been refined over a decade, aimed at individuals like entrepreneurs and freelancers, as well as teams and businesses. The book emphasizes creating a culture of inclusion, creativity, and innovation. (Order the book here)



HOW TO PRESENT AND ENGAGE NATIONAL, REGIONAL AND LOCAL POLICY ACTORS IN CREATING NEW SUPPORTING POLICIES?

Engaging national, regional, and local policy actors in creating new supporting policies, in the context of Jose Antonio Morales's initiatives, can be approached through several strategic steps:

Showcase Successful Models: Utilizing the success stories of Aurora Coworking and the Fear & Fail series to demonstrate the tangible benefits of Coworking spaces and social entrepreneurship. Highlighting their impact on local economies and communities can be persuasive.

Stakeholder Meetings and Workshops: Organizing meetings and workshops with policy makers, showcasing how Coworking spaces like Aurora Coworking contribute to local and regional development. Use these platforms to directly communicate the needs and potential policy solutions.

Collaboration with Local Governments: Jose is already working closely with local governments, as they can be crucial in implementing supportive policies at the ground level. He is also demonstrating how Coworking spaces can align with regional development goals.

Advocacy and Public Awareness: Jose is actively engaged in advocacy to raise public awareness about the benefits of Coworking spaces and social entrepreneurship.

Networking and Partnerships: Jose's middle name is networking and he is constantly building networks of supporters and partners, including other entrepreneurs, business leaders, and community organizations, to create a broader base of support for policy change.

Documenting and Sharing Best Practices: Documenting the processes and outcomes of successful initiatives and sharing these best practices with policy makers to guide future policy development.



By taking a multi-faceted approach that combines data, advocacy, collaboration, and direct engagement with policymakers, Jose's initiatives can effectively influence policy creation and support the growth of coworking spaces and social entrepreneurship.

IN CONCLUSION

The case study and methodology of Aurora Coworking in Murska Sobota, led by Jose Antonio Morales, showcases the evolution of a coworking space that deeply resonates with the local culture and community needs. Starting from a vision in Vienna, Jose transformed this idea into a thriving hub for entrepreneurs in Slovenia. The cooperative model adopted by Aurora Coworking not only made it financially sustainable but also fostered a sense of ownership among its members. This case underlines the significance of adapting coworking models to local contexts and the potential for replicating such models in similar settings across Europe. Aurora Coworking stands as a testament to the power of community-driven initiatives in nurturing entrepreneurship and innovation, especially in smaller towns.



FINAL CONCLUSION

The eBook, based on the cases of KNOF, Fund2740, Etri Group, and Aurora Coworking, emphasizes the importance of engaging with national, regional, and local policymakers to create supportive policies. Each case demonstrates unique strategies for policy engagement, including showcasing successful models, organizing stakeholder meetings, collaborating with local governments, advocacy, and networking. These initiatives highlight the need for policies that support circular economy, social inclusion, sustainability, and coworking spaces, aiming to influence policy creation and foster the growth of social entrepreneurship.

Suggestions of policy recommendations include proposing specific policy areas aligned with KNOF's mission, using data to showcase the impact on waste reduction and community development, suggesting regulatory changes, collaborating with advocacy groups, engaging in direct discussions with policymakers, and positioning KNOF as a valuable resource for circular economy expertise.

The focus of Fund2740 is on leveraging Impact Design methodologies in policy-making. Policies could include tax incentives for businesses using Impact Design principles, aligning activities with Sustainable Development Goals, promoting circular economy practices, and mandating social impact reporting in annual reports.

Recommendations related to ETRI Group emphasize social inclusion and circular economy principles. They suggest highlighting Etri Group's social impact, demonstrating its economic contribution, proposing public-private partnerships, and aligning initiatives with Sustainable Development Goals and existing policies.

The approach used by Jose Antonio Morales includes showcasing the coworking model's success, organizing stakeholder meetings, collaborating with local governments, advocacy, and building networks to influence policy creation in support of coworking spaces and social entrepreneurship.

The main learning points of the four case studies include:

The importance of aligning social enterprises with broader economic and environmental goals, as seen in KNOF's approach to circular economy practices. The potential of Impact Design methodologies, demonstrated by Fund2740, in influencing policy-making and enhancing social and environmental objectives. The value of inclusivity in business models, illustrated by Etri Group's employment of diverse groups, contributing to social inclusion and economic growth. The effectiveness of coworking spaces in fostering entrepreneurship and community, as showcased by Aurora Coworking, particularly in rural and suburban areas.

As we reflect on the insights and inspirations from KNOF, Fund2740, Etri Group, and Aurora Coworking, let us remember that each case study represents a beacon of hope and innovation. They collectively remind us that with creativity, commitment, and community focus, we can forge a path toward a more sustainable, inclusive, and vibrant future. Let these stories be your guide and inspiration as we continue to shape a world where social entrepreneurship and policy work in harmony for the greater good.

SPECIAL THANKS

In the journey of creating this eBook, I've had the pleasure and privilege of encountering exceptional individuals who embody the spirit of social innovation. They have not only inspired the stories within these pages but have also lit the path toward a brighter future for our society. Lenka Puh with her visionary thinking and unwavering commitment to change have set the stage for transformative solutions. Jose Antonio Morales and his journey in social entrepreneurship has been a testament to the power of turning ideas into impactful projects. His story serves as a guiding light for those seeking to make a meaningful difference in life and in this ever-changing world. Primož Šporar's expertise in impact design and social investment has shaped the way we envision a sustainable and inclusive world. Mojca Žganec Metelko and her advocacy for diversity, collaboration, and social inclusion has left an indelible mark on our communities.

A special note of gratitude goes to Nik Hrovat, the visionary designer of this eBook. His creative genius has breathed life into these narratives, making them even more impactful and visually captivating.

As we delve into the stories of these remarkable individuals and their innovations, let us remember that each one of us has the power to create positive change. May their journeys inspire you, just as they have inspired me.

RESOURCES

KNOF

KNOF BUSINESS COMMUNITY - HOME TO NEW CIRCULAR ECONOMY BUSINESS MODELS, ALREADY ALIVE IN PRACTICE

Available on the World Wide Web: <<https://www.circularbusiness.academy>>

A REVEALING INTERVIEW WITH MOJCA Ž. METELKO, KNOF COMMUNITY LEADER Available on the World Wide Web: <<https://knof.si>>

KNOF, KNOF, WHO'S THERE? A NOVEL CHAIN OF REUSE BOUTIQUES IN SLOVENIA Available on the World Wide Web: <<https://texfash.com>>

KNOF HOMEPAGE

Available on the World Wide Web: <<https://knof.si>>

KNOFCYCLE ZA TEXTILCYCLE | MONM

Available on the World Wide Web: <<https://knof.si>>

FUND2740

FUND2740 HOMEPAGE

Available on the World Wide Web: <<https://fund2740.com/>>

PRIMOŽ ŠPORAR LINKEDIN

Available on the World Wide Web: <<https://www.linkedin.com>>

EUCLID NETWORK

Available on the World Wide Web: <<https://euclidnetwork.eu/>>

ETRI HOMEPAGE

Available on the World Wide Web: <<https://etri.si/>>

A SLOVENIAN COMPANY THAT IS AN EXAMPLE AND INSPIRATION FOR THE WHOLE OF EUROPE

Available on the World Wide Web: <<https://nlninfo.si>>

ETRI

ETRI GROUP

Available on the World Wide Web: <<https://www.dnevnik.si>>

CELEBRATING SLOVENIA'S FIRST ZERO FOOD WASTE DAY: CREATING FOOD NOT RUBBISH

Available on the World Wide Web: <<https://www.regionalobalasi.si>>

A DAY WITHOUT FOOD WASTE: BREAD DUMPLINGS
MADE FROM SURPLUS SHOP BREAD
Available on the World Wide Web: <<https://www.dnevnik.si>>

CENTRE OF CRATIVITY - LENKA PUH
Available on the World Wide Web: <<https://czk.si>>

SOCIALLY AND ENVIRONMENTALLY RESPONSIBLE
MEALS FOR THE SOCIALLY DISADVANTAGED
Available on the World Wide Web: <<https://www.dnevnik.si>>

AURORA COWORKING

RURAL COWORKING INSIGHTS WITH
JOSE ANTONIO MORALES
Available on the World Wide Web: <<https://www.andcards.com>>

INTERVIEW JOSE ANTONIO MORALES
Available on the World Wide Web: <<https://www.entrepreneur-academy.eu>>

INTERVIEWER: FEAR ENOUGH (JOSE ANTONIO MORALES)
Available on the World Wide Web: <<https://www.teorijauspeha.si>>

SOCIAL IMPACT AWARD - LET THE VERY
YOUNG TRY THEIR HAND AT ENTREPRENEURSHIP
Available on the World Wide Web: <<https://podjetnik.aktualno.si>>

PERSONAL PAGE OF JOSE ANTONIO MORALES
Available on the World Wide Web: <<https://jose.morales.si/>>

ARE YOU AN ISLANDER?
Available on the World Wide Web: <<https://lincolnisland.com/>>

AURORA COWORKING HOMEPAGE
Available on the World Wide Web: <<https://www.auroracoworking.com>>

JOSE ANTONIO MORALES LINKEDIN PAGE
Available on the World Wide Web: <<https://www.linkedin.com>>
FEAR AND FAIL TUDI V MURSKI SOBOTI
Available on the World Wide Web: <<https://vestnik.svet24.si>>

FEAR ENOUGH BOOK
Available on the World Wide Web: <<https://fearenough.com/>>

YOUTUBE CHANEL OF JOSE ANTONIO MORALES
Available on the World Wide Web: <<https://www.youtube.com>>

ENTREPRENEURSHIP IS ABOUT LEARNING
TO FAIL AND PERSIST - JOSE ANTONIO MORALES
Available on the World Wide Web: <<https://www.youtube.com>>

