

Community DEEP DIVE

Beyond ESG

Building agile, resilient organisations
for the next industrial era

We're starting soon...



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Before we begin: recording & privacy

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- You understand **the session will be recorded**, including audio, video, and any materials displayed or shared.
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Equipping individuals with climate resilience skills, knowledge and collaborative strategies to lead the green transition.



www.climate-kic.org/programmes/learning-by-doing/academy/



Community CoLabs

In our CoLabs, we engage public and private stakeholders cross value chain in our effort to connect climate demand with innovative business solutions and opportunities.



**Beyond the legacy
of Deep
Demonstration
Slovenia**

Thursday 11 September
Ljubljana, Slovenia



**Accelerating blue &
green economy in
Europe's coastal
communities**

Thursday 2 October
Cagliari, Italy



**Community-led
housing &
sustainable
transitions: The
case of Barcelona**

Friday 10 October
Barcelona, Spain



**Advancing green
public-private
partnerships: The
case of Poland &
beyond**

Tuesday 22 October
Warsaw, Poland



COMMUNITY CONNECT

Transformation on the Ground. Building agile, resilient organisations for the next industrial era

Join us to explore a community led, place-based approach to innovation, and discover how it can be replicated in your organisation.

- Wednesday 15 October, 16:00 – 17:30 CET
- Networking & Learning session
- With Uneathodox and Post Growth Institute

Register today:







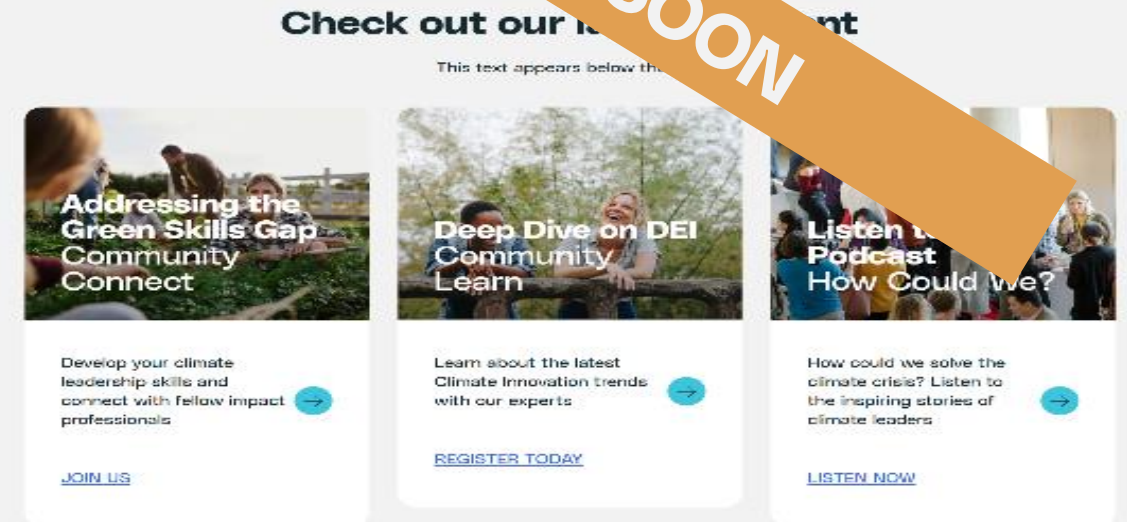


A New Community Platform

We will soon be launching our brand-new community platform: The home for our network.

On Climate Hive you can:

-  Network with other members & experts
Join groups of interest explore our global members
-  Register for events, talks and courses.
Apply for open calls and browse of opportunities.
-  Learn from our library of insights, policy briefs and major programmes
-  Matchmaking of members
Explore business and projects opportunities





Thank you!

LET'S KEEP IN TOUCH!

Pietro.Sodano@climate-kic.org



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Building agile, resilient organisations
for the next industrial era

23/09/2025



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THE AGENDA

1. Welcome & Framing
2. Interactive Icebreaker
3. Speaker Stories:
 - *Alberto Ogura*
 - *Marco Segovia Bifarini*
 - *Gaber Terseglav*
4. Panel Dialogue & Collective Reflection
5. Pause for Stillness - Journaling
6. Breakout Rooms
7. Harvest and Close



ICEBREAKER

Join the Menti.com
Code: 1529 4200

*What does agile,
resilient organisation
mean to you?*





Speaker Stories



BEYOND ESG FRAMEWORK & EXECUTIVE INSIGHTS



Alberto Ogura

Industry Decarbonisation Lead
Climate KIC

*What ESG is good at, and
what it isn't?*



ESG disclosure is a necessary step but not sufficient for transformation

What ESG is good at

Business sustainability

Risk identification & reporting

Data & transparency

Climate disclosure & carbon footprint

State intent

Transition plan guidance

What it isn't designed for

Business resilience

System dynamics and mapping, as well long tail value chain dependencies

Competitiveness in low carbon

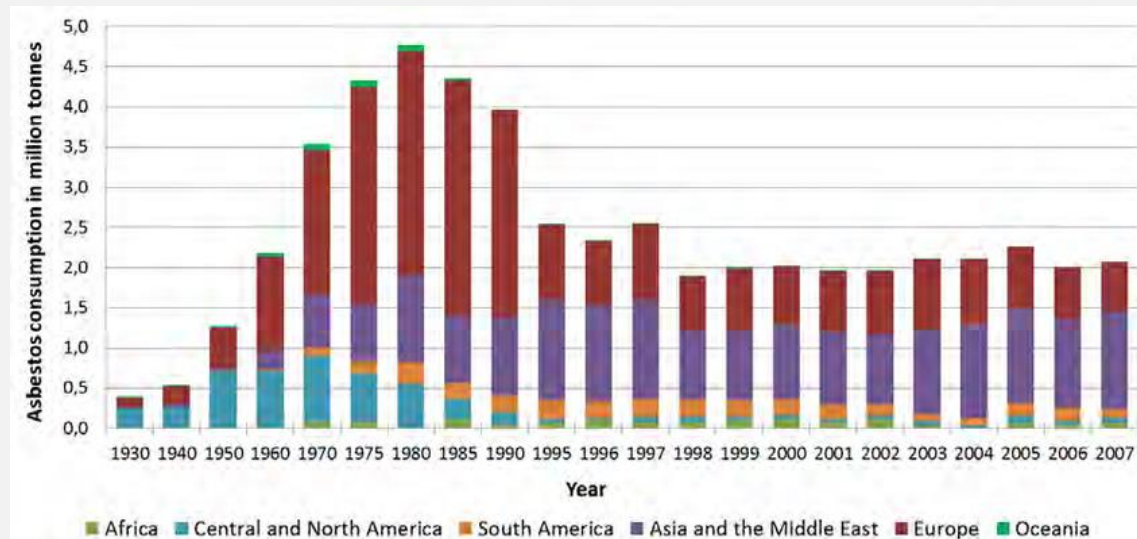
Business model & portfolio Integration



LEARNING FROM THE PAST – THE LACK OF RESILIENCE

The asbestos industry: from lead to bankruptcy

Asbestos consumption



Source: Martins, Cláudio & Santos, Paulo & Palhinha, Paulo & Silva, Luis. (2012). Safety and Health in Construction: Asbestos.

- \$70B+ spent in U.S. asbestos litigation by 2002
- **Iconic bankruptcies:** Johns-Manville (1982), Federal-Mogul (2001 after T&N acquisition); profitable businesses overwhelmed by legacy claims
- **Cleanup:** Libby Superfund—>\$600M cleanup; W.R. Grace \$250M (2008) + \$63M (2014) federal settlements, plus later NRD proposals
- **Market collapse:** U.S. asbestos consumption from ~803k tons (1973) → ≤ 500 tons/year since 2018
- **Global health burden:** >200,000 deaths/year linked to work-related asbestos exposure—sustained regulatory tightening likely wherever legacy uses persist

Sources: [RAND Institute for Civil Justice. Asbestos Litigation](#); [The Manville Bankruptcy](#); [DOJ 2014 payment announcement](#); USGS Mineral Commodity Summaries; World Health Organization asbestos fact sheet

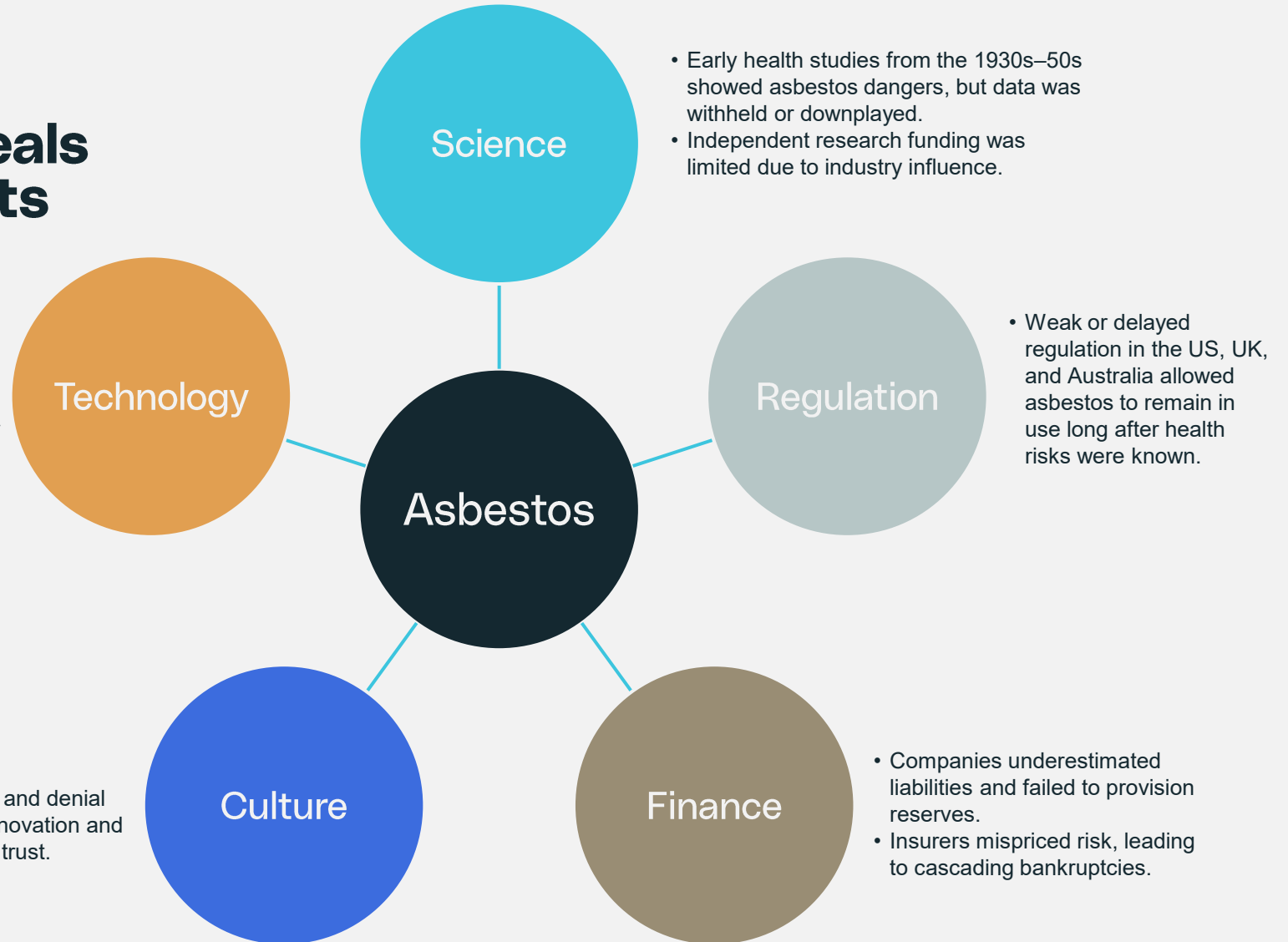


A SYSTEMIC DOWNFALL

System mapping reveals resilience's blind spots

- Industry relied on outdated manufacturing processes that embedded asbestos in thousands of products.
- Lack of safer substitutes – or resistance to adopting them – locked companies into risky tech pathways.

- “Profit-first” culture and denial of harm delayed innovation and undermined public trust.

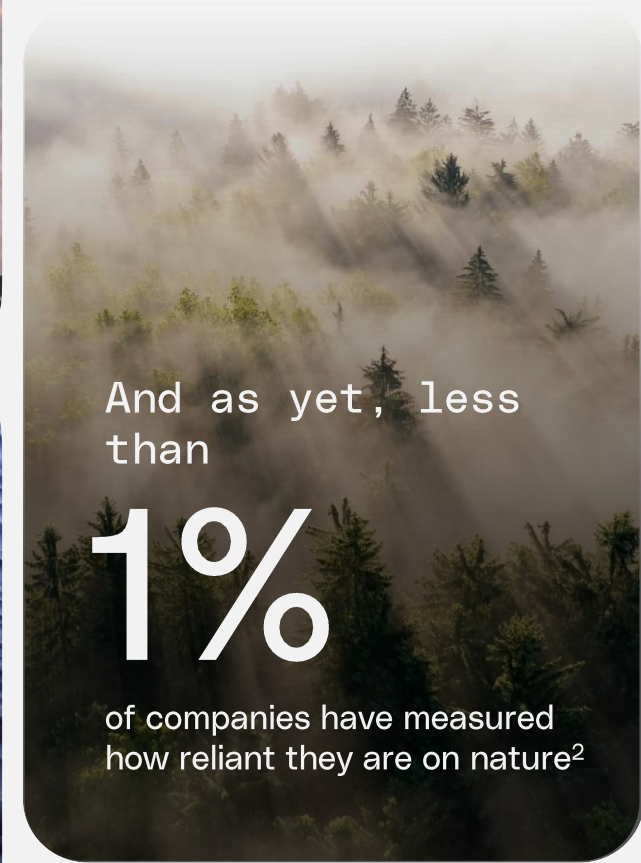
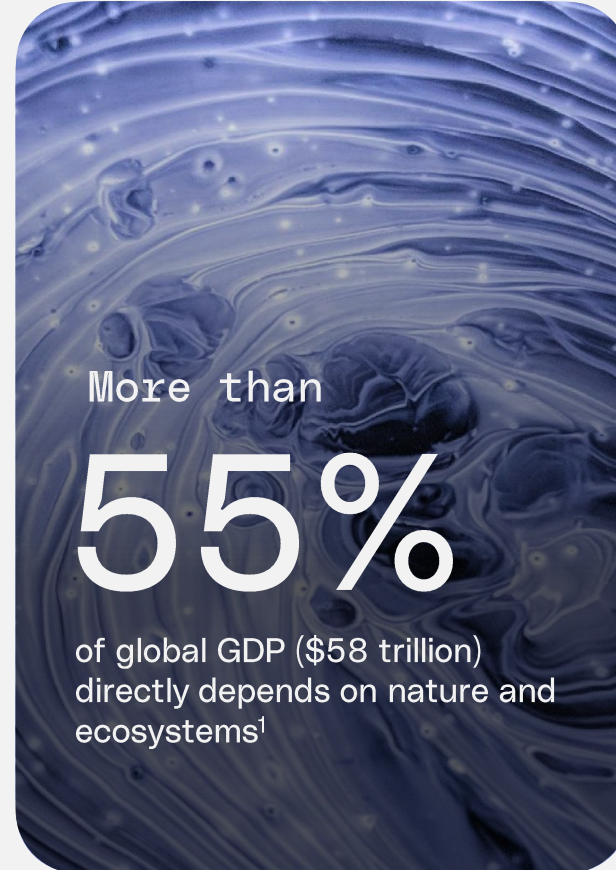




Business resilience requires systemic approach

Nature Risk: Today's Blind Spot in Business Resilience

1. Asbestos risks were ignored until systemic failure made the threat obvious—most companies were unaware until it was too late
2. Business leaders must be vigilant for risks that aren't yet visible, to avoid tomorrow's crises.
3. Real resilience starts by searching for these systemic points of potential failure—before hindsight shows what was missed





What it means to shift beyond ESG

The SHIFT represents a fundamental transformation in how organisations approach sustainability:

- Move beyond traditional risk management frameworks
- Focus on systemic dynamics instead of linear models
- Learn to learn over failures, and reward the use of acquired knowledge
- Embrace agility to adapt for the future, and to the present





THE SHIFT BEYOND ESG REPORTING

The LEAP Framework



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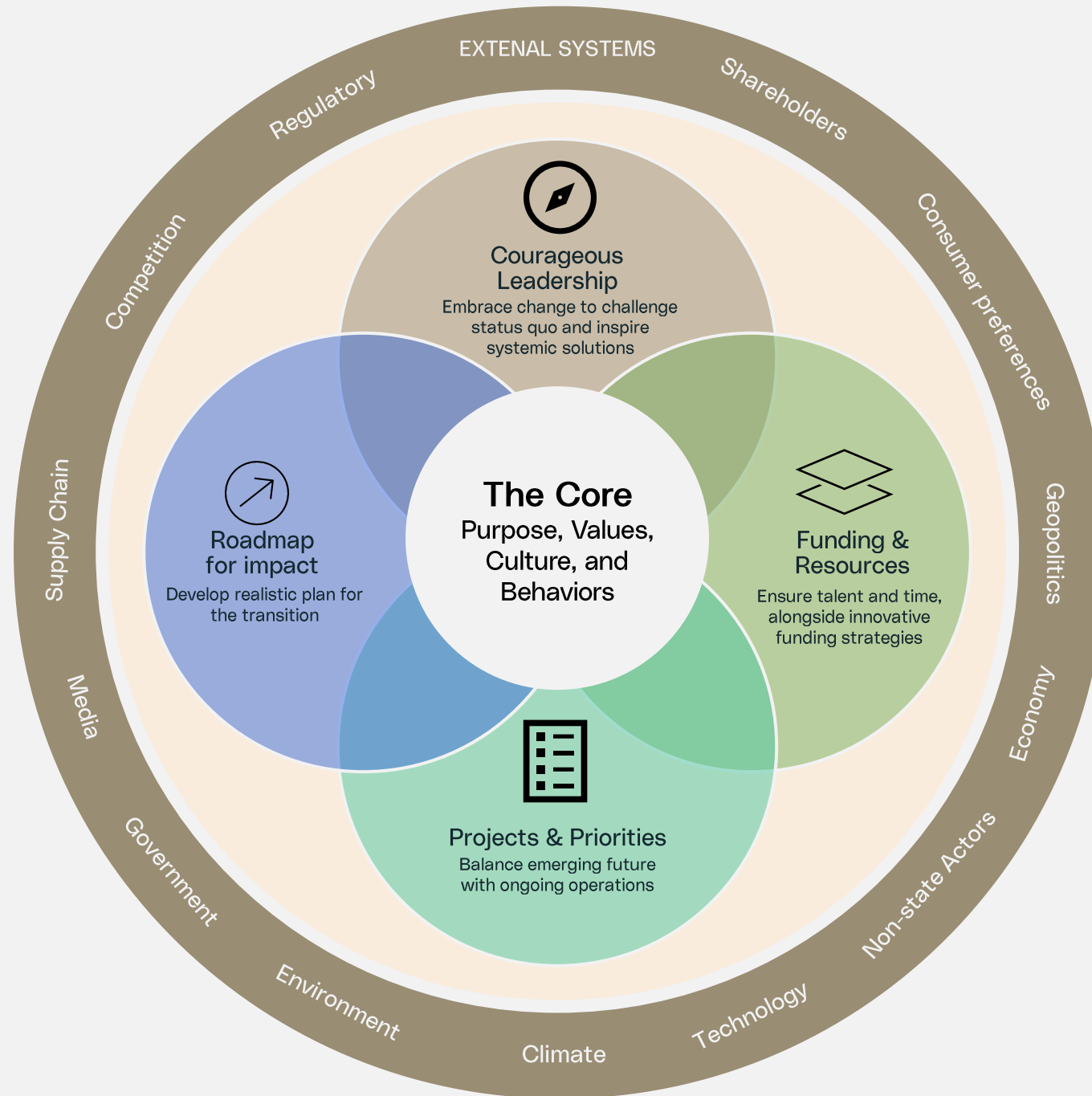
THE LEAP FRAMEWORK

The path to resilience and competitiveness

To shift beyond ESG Organisations needs to

1. Address challenges in their organisational core
2. Understand how they relate to a much broader External System







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SYSTEMIC CIRCULARITY IN PRACTICE



*How can circular economy
experiments inspire
systemic change beyond
compliance?*

Marco Segovia Bifarini

Designer and Producer - Industry
Value Chains
Climate KIC



Deep Demonstration of a Circular, Regenerative and Low-Carbon Economy in Slovenia



REPUBLIC OF SLOVENIA
MINISTRY OF PUBLIC ADMINISTRATION



Co-funded by the
European Union



REPUBLIC OF SLOVENIA
MINISTRY OF THE ENVIRONMENT,
CLIMATE AND ENERGY



Programme goals

Establish a frame of reference for Slovenia's circular economy portfolio

Support the decarbonisation of the key value chains of the Slovenian economy

Systemically engage a wider range of stakeholders in decision-making and policy processes

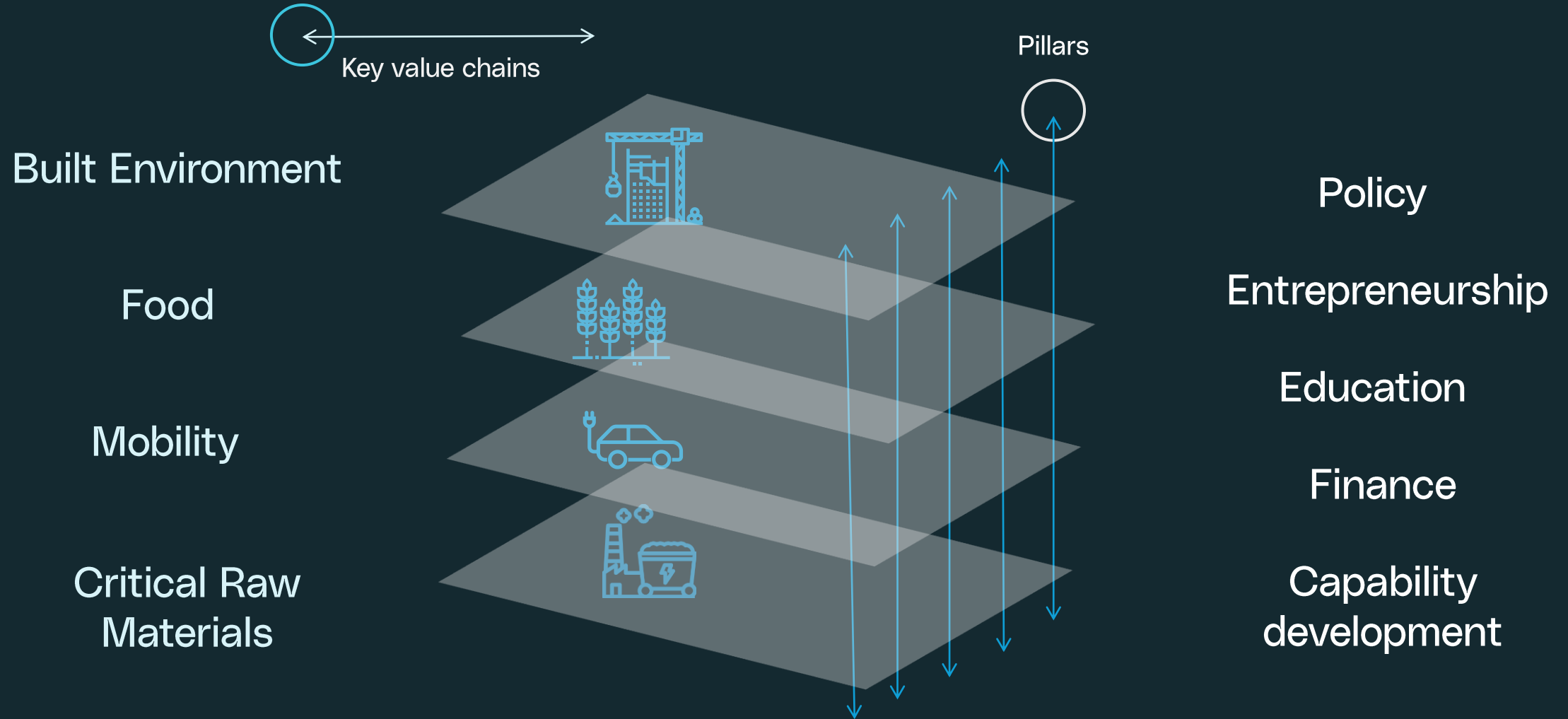
Spark innovation and the development of new systemic solutions in entrepreneurship, education, policy and finance

Enable cross-sectoral collaboration to overcome organisational silos and identify interlinked priority areas

Support local stakeholders to extract learnings and intelligence to ultimately make transformative decisions



Portfolio approach

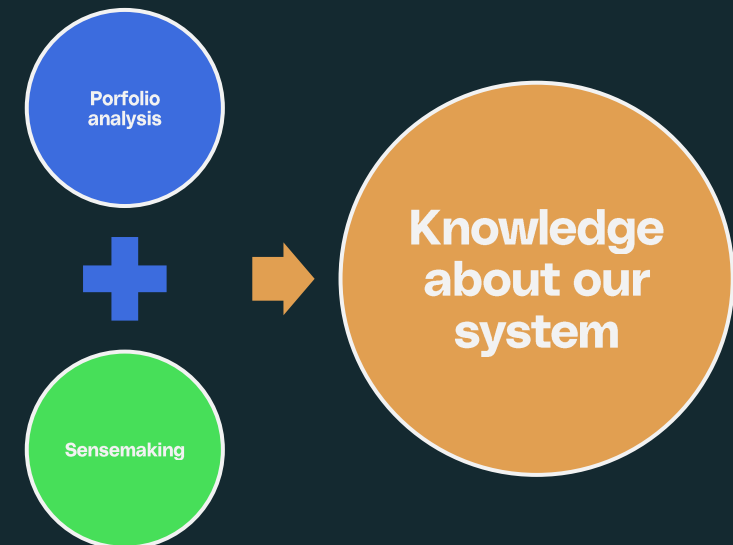




Higher Education example of using portfolio approach

- Analyzing 38 projects implemented under the Resilient and Recovery Fund (RRF) in more systemic way to complement classical evaluation
- Creating framework to assess progress in that particular program
- Analyzing whole set of interventions not individual projects – to learn about our system as a whole
- Changed approach to what is the role of the Ministry
- Included knowledge from different sources (monitoring, workshop during conferences, reports from universities, OECD work)

We decided to treat all the projects financed by RRF as a portfolio and observe them to learn about the best way of shaping future policy instruments



Knowledge from RRF can neutralise implementation gap

THEORY

Documents

Strategies

Assumptions

Notions (sometimes empty)

Oversimplifications

Hypothesis

Goals/Visions

Offers new type of observation:

Map of the system

Map of stakeholders

Portfolio of actions
Pilot projects

Creating space for experiments

Theory of change is part of that

Focused on measuring impact

Making sure knowledge from that process is accessible

Creating new ways of acting (managing, organizing knowledge, disseminating)

PRACTICE

Reality

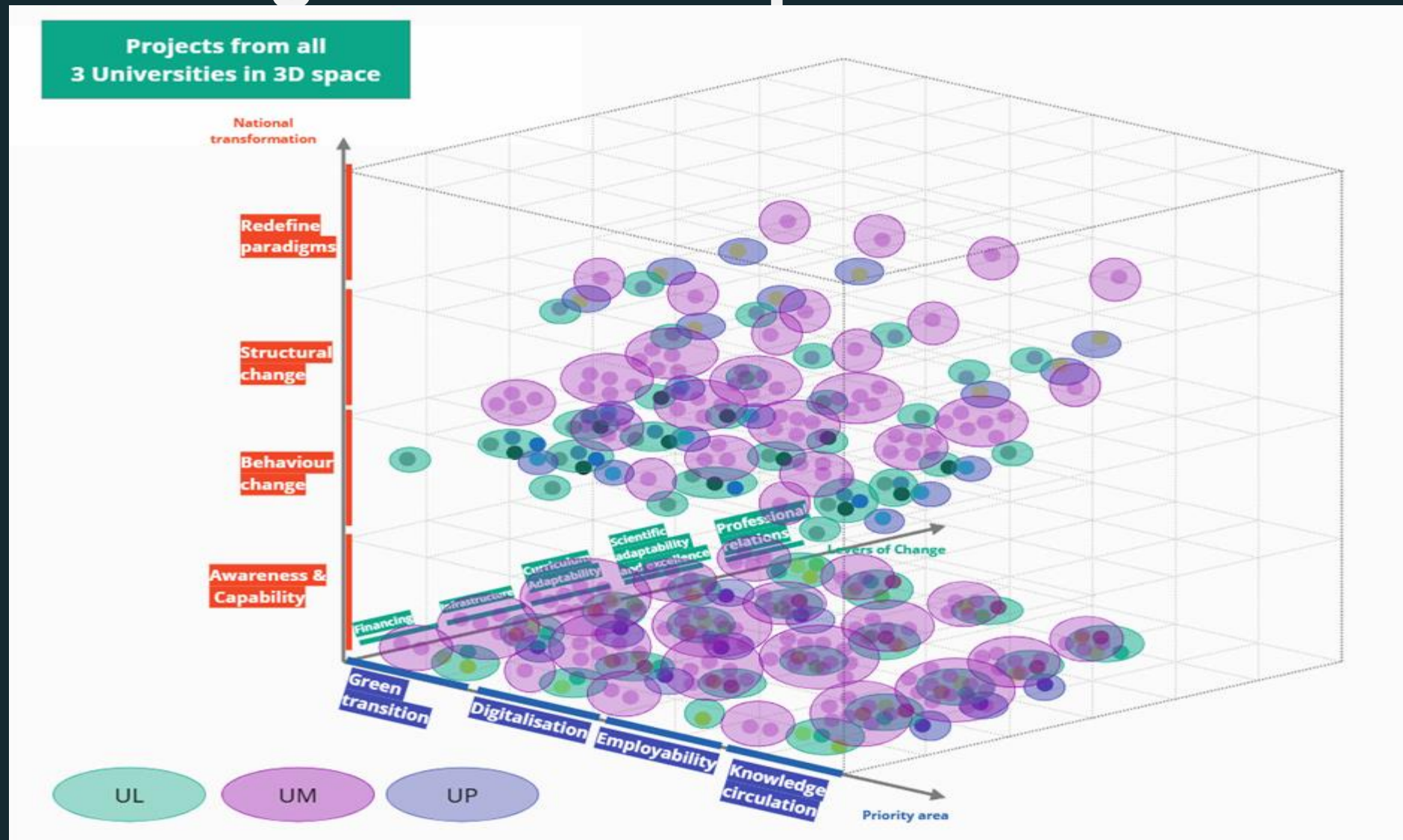
Complexity

Experience

Variety of signals

Many interconnected actors

Showing results from portfolio



Systemic work on mobility



Timeline and Deliverables

Vision, Goals and Portfolio

1 Vision

Where do we want to go and what do we need to change?

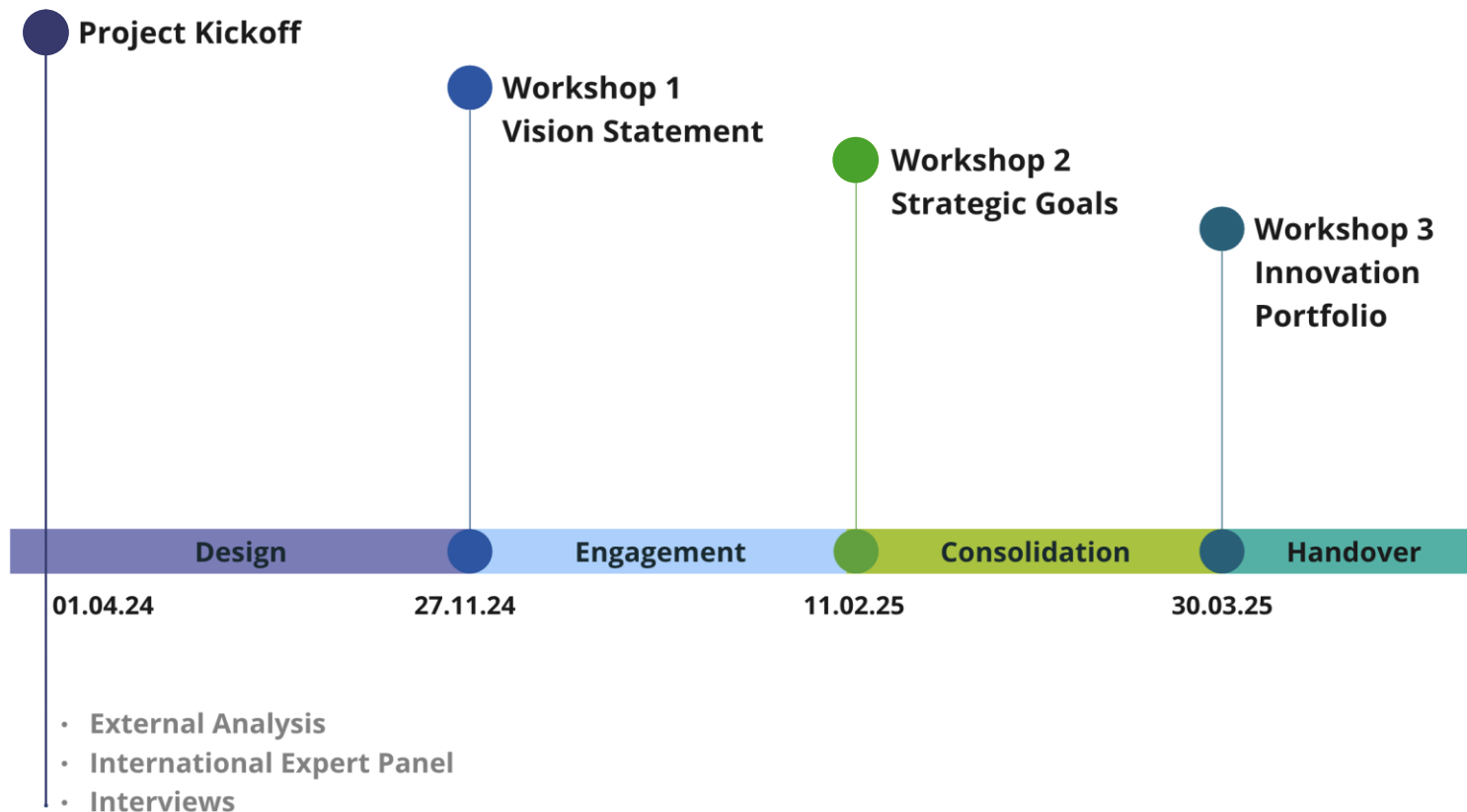
115 Goals

What does success look like & what is required?

1 Portfolio of Innovation Actions

3 innovation & 1 policy lab project

Where can we innovate now to derisk implementation?





Adapting the portfolio approach – Critical raw materials



Kickoff

- March
- Multistakeholder workshop
- Gathering feedback and intelligence

Desk research & interviews

- European reports
- Slovenian reports
- 101 interviews
- 27 May - Preliminary multistakeholder meeting

Shortlist top CRMs

- 10 June Multistakeholder workshop
- Stakeholder validation

Concept elaboration

- Taskforce meetings
- Concept schemes
- Technical discussions

Refinement & feasibility

- Feasibility analysis
- Technical discussions
- Financial sources
- Sensemaking



Orchestrating innovation



of the largest and most innovative research institutions at national level.



Ministries engaged and consulted.



Industry players in the field of CRMs, biotechnology, waste management, and manufacturing.



Multistakeholder taskforces





Key stats

3 Portfolios & 2 pilots
of innovative
interventions designed

11 actions taken based
on DD learnings
22 stories of change

14 connections made
with other countries,
regions, cities and
programmes for
learning exchange

6 Policy challenges
explored
18 civil servants
participating

22,304 tonnes of CO2
equivalents per year
avoided thanks to the
climate impact of the
13 start-ups
participating in the DD

More than 40
workshops incl. 26
capacity building
sessions and
workshops, involving
more than
400 stakeholders

Showing results from portfolio

CRM & FOOD

Circularity of Phosphorus supply chain to meet food security needs and reduce geopolitical dependencies

CRM & MOBILITY

REE recycling in magnets for micro electric mobility

BE, CRM, MOBILITY

Digital material passports to support circularity and recycling

ACROSS

Circular criteria and change of procurement policies within government

ACROSS

Portfolio use for Cohesion Fund Orchestration (ie. need to orchestrate a multitude of policy and fund instruments in Slovenia)



ICEBREAKER

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*What small-scale innovation
in your field could spark
larger systemic
transformation?*





LEADERSHIP IN ACTION



Gaber Terseglav
CEO
Optifarm

*How can courageous
leadership inspire
systemic change beyond
compliance?*

Online Fresh Food Marketplace Optifarm

Eat fresh local food.

Project for establishing the Ajdovska tržnica one-two-three online marketplace for local self-sufficiency using the Optifarm platform

Gaber Terseglav, CEO



Optifarm d.o.o., Climate KIC Community Deep Dive, September 2025

About the company

Specialized in the digitalization of short food supply chains based on the “farm to fork” concept

Development of the Optifarm online marketplace for efficiently connecting buyers with local food suppliers (farmers, beekeepers, cooperatives, local shops...)

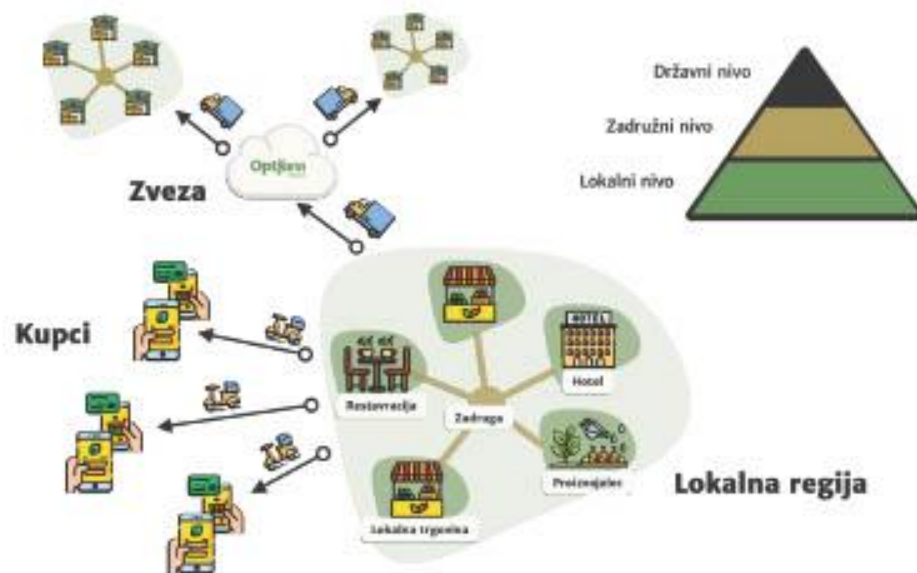


Dubai
World Expo
2020

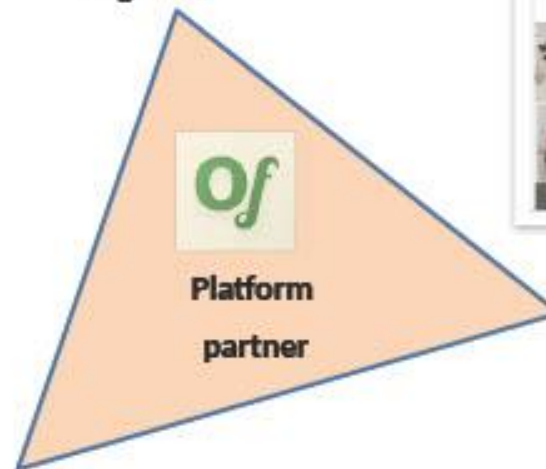
Barcelona
SCEWC24



Partnership Pillars



Logistics



Information system



Digital promotion

Project Lokalno GOR (1/2)



CLLD operation Lokalno GOR:

An initiative for advancing local food self-sufficiency

Consortium partners: Optifarm, KGZS Kranj, RAGOR, Zadruga Sloga, Zadruga Sava,

Duration: May 2022 - May 2025

Role in the project: consortium partner



Project Lokalno GOR (1/2)

CLLD operation Lokalno GOR objectives:

- 1) **Educate, raise awareness, and provide support to staff** in public educational institutions,
- 2) **Increase the share of traditional local food** in the menus of public educational institutions,
- 3) **Deliver engaging, modern, and practical programs** for children, their parents, and people with special needs,
- 4) **Educate and provide professional support** to food producers,
- 5) **Connect producers** under the umbrella of cooperatives,
- 6) **Establish modern sales channels and approaches** (e.g., a mobile app for purchasing and delivering local food),
- 7) **Raise awareness among the local population** through modern and appealing communication and promotional activities in the region



Pilot Project in Ajdovščina



Project Ajdovska tržnica one-two-three:

Project for establishing a smart refrigerator locker unit

Client: Municipality of Ajdovščina

Duration: August 2023 – October 2024

Role in the project: Service provider



Pilot Project Objectives

Project Ajdovska tržnica one-two-three objectives:

- 1) **Set-up and configuration of a smart refrigerator locker unit** to function as an intelligent pick-up point,
- 2) **Integration with the Optifarm digital platform** to strengthen local food self-sufficiency,
- 3) **Pilot food supply scheme, adding local producers** to the marketplace and **enabling customers** to browse, purchase, pay for, and collect local food products via the smart cooling unit.



Pilot Project Key Points

Key project activities and process description:

- 1) **Establishment of a smart pick-up point:** Delivery, installation and configuration of the cooling unit.
- 2) **Offer activation:** On-board local producers and their product offering.
- 3) **Technical integration:** technical integration between Optifarm platform and refrigerator locker unit.
- 4) **Order placement:** The customer selects the desired marketplace, chooses products, confirms, and pays for the order;
- 5) **Order collection:** At the selected time slot, the customer retrieves the order from the smart cooling unit using the order's QR/PIN code.



How-to Setup

1) Establishment of a refrigerator locker unit:

- Purchase/operational lease of smart cooling units,
- Installation and configuration of smart cooling units,
- Activation of local offerings within each marketplace;

2) Operational support:

- Order management support,
- System operation support,
- User support for producers and customers,

3) Workshops for producers and customers:

- Implementation of promotional activities:
- Posts on social media and in local newsletters,
- Organization of public events and presentations.



We are looking for EU Horizon partners and/or international pilot projects

www.optifarm.net

gaber.terseglav@optifarm.net



LOKALNA HRANA S TELEFONA NA MOJ DOM

**PREDSTAVITEV MOBILE APLIKACIJE OPTIFARM SMART
ZA PRODAJO LOKALNE HRANE NA GORENJSKEM**

Optifarm smart je digitalna tržnica, ki povezuje pridelavalce in prodajalce z lokalno pridelano hrano in kupce, ki jim omogoča enostaven in naveden dostop do svežih prehranskih izdelkov s potrjenim izvorom.



OptifarmSmart

Spletna tržnica, kjer lahko naročite svežo in domačo pridelano hrano različnih lokalnih proizvajalcev na vaš dom.

- pregled ponudbe lokalnih proizvajalcev
- enostavna naročila preko mobilne aplikacije
- možnost nakupa z različnimi plačilnimi instrumenti
- prejem pridelavatelja ali dostava na dom

PRENESESI APLIKACIJO



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What change in leadership would your organisation need to become truly transformative and adaptive?





Collective Reflection and Panel Dialogue



Collective Reflection & Panel Dialogue



Alberto Ogura
Industry Decarbonisation Lead
Climate KIC



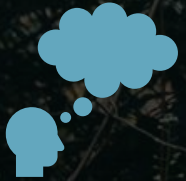
**Marco Segovia
Bifarini**
Designer and Producer –
Industry Value Chains
Climate KIC



Gaber Tersegglav
CEO
Optifarm



Journaling



“What is one insight you take from today that you can apply in your organisation?”



What support, resources, or shifts would you need to make it real?





Break-out Rooms



Break-out rooms

Instructions:

1. Join break-out room invitation.
2. Share your most alive Insight.
3. Explore: What seed of action or shift does this point towards to?
4. Name spokesperson to summarise in plenary



Collective Harvest



REFLECTION

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*What is one practice you
commit to explore further
today?*





Your insights matter

Your feedback is essential to help us improve and shape the next steps of Beyond ESG

- Only 2 minutes.





Thank you!



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Question

Add QR code

