

**Round table: Presentation of Business Best Practices from Slovenia,
including Horus & Adrastos Awardees:**

The Power of Informal Sustainability Alliances: A Best Practice Case Study of "Companies Along Letališka Street Join Forces for a Cleaner Ljubljana"

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Abstract

Research Question (RQ): How can local, voluntary, and informal alliances of heterogeneous economic entities and public institutions in confined industrial-business zones contribute to the practical implementation of ESG pillars and bridge competitive barriers to achieve common sustainability goals?

Purpose: The purpose of this paper is to analyze the development, structure, and synergistic effects of the initiative "Companies along Letališka Street Join Forces for a Cleaner Ljubljana" as a model of an informal sustainability alliance between 2024 and 2026, and to identify the key success factors that enable the transferability of this model to other Slovenian regions and industrial zones.

Method: The paper is based on a qualitative case study method, analyzing primary documents of the initiative (press releases, the CSR strategy of the EOS Group) and semi-structured statements from the management of 19 participating companies in 2024 and 2025. The theoretical framework is derived from Stakeholder Theory and the conceptual model of ESG (Environmental, Social, Governance) governance.

Results: Rapid growth of the initiative was observed, expanding from 14 companies (150 employees) in 2024 to 19 companies (250 employees) in 2025. The analysis confirms that the informal alliance model lowers transaction costs of cooperation, strengthens social cohesion (the "S" pillar), directly improves the local environment (the "E" pillar), and paves the way for deeper strategic inter-company synergies (the "G" pillar).

Organisation: The paper provides managers with practical guidelines for activating CSR strategies through direct local engagement, strengthening employee belonging, and enhancing reputation within the business community.

Society: The impact of the initiative is reflected in the promotion of active employee engagement, a direct ecological contribution to the tidiness of urban business zones, and the reduction of CO2 emissions through energy synergies.

Originality: This paper presents the first systematic analysis of an informal yet highly spatially concentrated sustainability alliance in Slovenia that operates outside of rigid formal and legal frameworks.

Limitations / further research: The initiative is limited to the specific geographical context of Letališka Street in Ljubljana, with opportunities for geographical and substantive expansion.

Summary: The analysis of the initiative proves that outstanding business success and sincere environmental responsibility not only coexist but complement each other and drive the green transition.

Keywords: corporate social responsibility, ESG pillars, informal sustainability alliance, Letališka Street, EOS KSI, case study.