Project A: How does The Circular Lab ensure its growth by attracting new entrepreneurs?

(Revised Project - it is a revised project that has been examined before)

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Table of Content

Abstract

The purpose of writing this academic research paper is to gain the knowledge about the potentiality of attracting new entrepreneurs to the circular lab in coming year's Roskilde festival. In the dynamic landscape of sustainability & circular economy initiatives, The Circular Lab stands as a platform aims at promoting innovation and fostering the principles of sustainability. The Circular Lab provides a unique space for innovators to showcase their sustainable ideas and products at the renowned Roskilde Festival, where thousands of attendees witness and engage with these initiatives. This research will try to analyze the strategies that are already adopted by The Circular Lab and the strategies that could be introduced to ensure its growth by attracting entrepreneurs.

The theoretical framework of Herzberg's Two-Factor Theory and the Triple Bottom Line (focusing on social and economic aspects) guides our investigation. Key areas of focus include identifying factors influencing entrepreneurs' engagement and participation in the circular lab & examining different types of motivational factors. In addition, emphasizes the economic and social dimensions, to assess the impact of The Circular Lab beyond profit, considering its role in promoting social innovation and addressing societal challenges.

This research aims to provide insights and recommendations for improving the Circular Lab's appeal to a wider range of entrepreneurs, ensuring sustained growth and fostering a thriving ecosystem of sustainable innovation.

1. Introduction

In this research, the topic we worked on is **Circular Lab** which is owned by Roskilde Festival, the oldest & the largest music & arts event in Northern Europe(*The Festival*, n.d.). The Roskilde Festival Group is a voluntary-based non-profit organization that aims to make a difference and make a positive impression in society. Every year approximately 130,000 guests & volunteers attend this event. Thus, the event turns into the fourth largest city in Denmark for 8 days. A large number of people, 130,000 people, every year join this event, all of whom consume and affect the environment. Hence circularity & sustainability come into place which is one of the crucial aspects of the world.

And that is why the Roskilde Festival has always been concerned about circularity & sustainability. Circularity & Sustainability at Roskilde Festival works with including and balancing both environmental, social, economic, and artistic aspects when we create and change Roskilde Festival. The environmental aspect covers resource consumption and emissions, e.g. purchasing, water, electricity, and CO_2. The social aspect is about ethical, social, and interpersonal relations. It may be to ensure security, equality, and accessibility for people involved in Roskilde Festival's activities and the surrounding world. The financial aspect is about investments being stable and in balance, for example investing long-term in sustainable development projects and creating annual profits that are distributed as donations. As we are a major cultural institution and work with art and culture as catalysts for change, artistic and cultural sustainability is also part of our concept of sustainability.

To achieve this goal strongly, Roskilde Festival introduced The Circular Lab in 2022. The Circular Lab was developed in collaboration with Tuborg Foundation. And this lab aims to ensure sustainable development and increase climate-related practices in society by influencing young entrepreneurs (*Environmental Responsibility*, n.d.). To do that they need to ensure the growth of the circular lab, thus they definitely need more entrepreneurs to join The Circular Lab who are working on sustainable products. Also, they need to ensure the growth of sustainable entrepreneurs.

Structure of the paper

Problem Formulation

How does The Circular Lab ensure its growth by attracting new entrepreneurs?

Research Questions

1. How can they make entrepreneurs interested in the circular lab?
2. How do they ensure the growth of sustainable entrepreneurs?

Theories

Triple Bottom Line & Herzberg's Two Factor

Literature Review

Methodology

Research Design, Data Collection, Data Analysis Method

Analysis

Discussion

Conclusion

2. Problem Area

Current world is moving under the linear economy model popular as take-make-dispose model. Here people buy a product, use it and then throw it away. That means in this traditional economic approach resources are extracted, used to make products, and then discarded as waste after their lifecycle (*What Is the Linear Economy?* n.d.). On the other hand, The Circular economy model is a way that helps us to use resources smarter, ensure recycling products, involve nature and our daily lives, ensure long-term sustainability, and minimize waste, benefiting both people and the planet.

Roskilde Festival has always been concerned about this issue and that is why they introduced The Circular Lab, where they want young entrepreneurs to join, test their sustainable business ideas & products, incorporate the changes or feedback if needed, and be successful. Their vision for the circular lab is to go higher. They want to support entrepreneurs with sustainable products because as a nation Denmark is focusing on sustainability. But here the problem is they are not finding the proper number of entrepreneurs as per their expectations. Also, they are in search of entrepreneurs who are more into sustainable products. However, there are a few challenges and obstacles which is why the circular lab is not able to attract and retain young entrepreneurs. Though The Circular Lab is playing an important role in promoting sustainability, encounters certain issues that are creating barriers to its growth and wider entrepreneurial engagement.

The findings of this research will contribute valuable insights into The Circular Lab's strategies for growth, shedding light on how the platform can effectively engage and support young entrepreneurs. Thus, our research questions would be -

How does The Circular Lab ensure its growth by attracting new entrepreneurs?

To effectively answer this research question, the following sub-questions have been chosen:
1) How can they make entrepreneurs interested in the circular lab?
2) How do they ensure the growth of sustainable entrepreneurs?

3. Theoretical Framework

An important part of our study is not only making a random research project but also its connection to pushing green development and a sustainable future for society through engaging more and more young entrepreneurs in circular lab.

We have chosen The Triple Bottom Line theory & Herzberg Two Factor Theory. The Triple Bottom Line (TBL) theory and Herzberg's Two-Factor Theory offer valuable perspectives on organizational success, particularly in the context of the Circular Lab's goal to encourage circularity and sustainability through engaging young entrepreneurs. We have found that both of these theories' common focus is "people" dimension where Herzberg's theory focuses on the internal elements that significantly impact an employee's level of job satisfaction and TBL takes a look at the social context as a whole and the effects of organizational actions on society. So, we can say that the two theories supplement each other.

Triple Bottom Line Theory

The Triple Bottom Line (TBL) is a framework that integrates three dimensions of performance: social, environmental, and financial. This departure from traditional reporting frameworks includes ecological and social measures that can be challenging to quantify. The TBL dimensions are often referred to as the three Ps: people, planet, and profits. (Żak, 2015).

The triple bottom line is an idea for how to think about a company's social responsibility that includes not only making money, but also taking care of the Earth and people. It is important for businesses to set goals that are both economically sound and also good for the environment and socially expected. To do this, a business needs to have a clear vision and make sure that its activities meet the needs and expectations of all of its stakeholders. It's not easy to put the ideas that were talked about into practice in business. (Żak, 2015)

The TBL concept asserts that a company's responsibility lies with stakeholders rather than solely shareholders—stakeholders being anyone directly or indirectly influenced by the firm's actions.

The Triple Bottom Line (TBL), was initially coined by Elkington in 1994, is a comprehensive framework integrating economic, social, and environmental considerations to measure business performance and organizational success. (Alhaddi, 2015b). As part of the TBL framework, the

economic line looks at how a company's business actions affect the economy. It stresses how the group has helped the economy grow and how it will continue to help future generations. For the surrounding system to be successful and last, the organization's economic value is very important. (Alhaddi, 2015b)

Stress that the businesses being shown can stay in business. This refers to companies that put long-term profits ahead of short-term gains because they know that long-term success can come from using sustainable methods. Entrepreneurs who make good use of social and economic resources should be praised. This can include companies that make sure their supply chains are responsible and improve the way they make things. It shows how businesses that follow TBL principles can increase profits by getting customers to behave better. Long-term brand loyalty is increased by the fact that people like products and services from companies that care about society and the environment more and more. To show that their business models are in line with TBL principles, encourage entrepreneurs to use open and honest financial practices. This openness helps stakeholders trust and believe in the business, which is good for its long-term financial health.

By showcasing entrepreneurs who recognize the economic benefits of sustainable practices, the Circular Lab actively supports the TBL's focus on efficient use of socio-economic resources. Additionally, the lab promotes businesses that openly communicate their financial practices, aligning with the TBL's call for transparency.

In essence, the Circular Lab serves as a practical example of the TBL's Profit aspect, promoting economic sustainability while adhering to principles that benefit both individuals and the community.

The social part of TBL is all about doing business in a way that benefits workers, human capital, and the community. This means adding value to society and helping the community by doing things like paying fair wages and covering health care costs. People think that social responsibility is important for businesses to stay in business, and examples show how ignoring social responsibility can cost businesses money. The social part of sustainability tries to find a balance between the needs of each person and the needs of the community. As an example, Community Engagement: Encourage business owners to get involved in their community and

make a difference. This could include things like workshops, mentorship programs, and working with local groups to meet the needs of the community. ("Sustainability and Triple Bottom Line: An Overview of Two Interrelated Concepts." 2016)

Draw attention to companies that value fair labor, diversity, and inclusion. This could mean that entrepreneurs make sure all employees get fair pay, support equal opportunities, and work in a good environment.

Showcase companies that clearly have an effect on society, whether it's by solving problems, helping people who are weak, or improving the community as a whole.

In this case, The Circular Lab at the Roskilde Festival is set to make a big difference in the social aspect of the Triple Bottom Line (TBL). It promotes sustainability and circular economy principles, providing a platform for businesses that prioritize fair labor practices, diversity, and community engagement.

Entrepreneurs participating in the Circular Lab are encouraged to actively connect with the local community. They are urged to offer mentorship programs and contribute to societal needs. This helps foster a sense of social responsibility among entrepreneurs, aligning with the TBL framework's goal of balancing individual needs with community well-being.

The Circular Lab plays a crucial role in skill development and education. It also gives a boosts business that have a clear and positive impact on society. As the Circular Lab grows, its focus on the social aspect ensures that showcased businesses not only contribute to the festival's success but also to the broader community's well-being and empowerment.

By focusing on these aspects of People and Profit, the Roskilde Festival Circular Lab can attract and support businesses that not only showcase innovative solutions but also contribute positively to society and the economic well-being of all stakeholders involved.

Herzberg's Two-Factor Theory

Herzberg dual-factor motivation theory has become a popular theoretical framework in job satisfaction research. (Dion, 2006). Herzberg's two-factor theory, also known as the hygiene-motivation theory. This theory's main concept is the distinction between hygienic factors

and motivational factors. Motivational factors are those that increase satisfaction, while maintenance or hygienic factors are those that prevent dissatisfaction. This theory was developed in 1959 by Frederick Irving Herzberg and his two colleagues, Mausner and Snyderman. Herzberg was an American professor and a behavior scientist. (Cheryl Cran, 2010)

This theory has been used as a theoretical framework among many nursing research to explore nurses' job satisfaction (Kacel et al., 2005; Mitchell, 2009; Jones, 2011). The outcomes of those experiments support Herzberg's theory, which suggests that hygiene factors are less important in job satisfaction, while motivation factors play a more significant role and can lead to job satisfaction. The presence of motivators such as achievement, recognition, and enjoying the work increases the possibility of a person experiencing job satisfaction that is linked to independence and personal fulfillment as described by Maslow (1968). People are also more likely to feel satisfied in their jobs if hygienic factors like wages, working conditions and job security are present. These hygiene factors are linked to Moslow's lower order need and when these above-mentioned factors are met, that can improve the way employees approach their jobs. According to this research, factors like pay and working conditions are not directly related to job satisfaction, however they are crucial for an individual to get recognition and believe that they are a valuable person. (Grunberg, 1979).

Herzberg and his team analyzed how fourteen factors of hygienic-motivation theory influenced job satisfaction and dissatisfaction, in terms of both the frequency and duration of their effects. These factors are divided as hygiene factors and motivation factors and are further explained:

Hygiene factors	Motivational factors

- Company policy	- Achievement
- Management	- Recognition
- Salary	- The work itself
- Interpersonal relationships	- Responsibility
- Working conditions	- Advancement
- Private factors	- Growth opportunity
- Status	
- Job security	

Figure - Herzberg's two-factor theory

In the absence of these factors will cause dissatisfaction in the workplace. These factors do not create an impact on satisfaction but if the factors are missing then it will lead to significant dissatisfaction. There will be less dissatisfaction if these aspects are improved.

"The main finding from analyzing this data indicates that factors related to hygiene or basic needs result in job dissatisfaction, driven by a desire to avoid unpleasant situations. On the other hand, factors linked to motivators lead to job satisfaction, fulfilling a need for personal growth and self-actualization" (Herzberg, 1966: 75)

Employees may become highly dissatisfied with the policies of a company if they're unclear, unnecessary, or not mandatory for everyone to follow. Even though company policies won't really motivate or satisfy in workforce however you may reduce employee dissatisfaction in this aspect by ensuring that policies are fair and apply equally to everyone. For Example, unclear policies and processes, poor communication, and a lack of delegation of authority can cause job dissatisfaction (Alshmemri et al., 2017). Interpersonal relationships are about how an employee gets along with their bosses, colleagues, and team members, both personally and professionally

Here in our project, we interviewed a few entrepreneurs to know whether they were satisfied or dissatisfied and what was their overall experience in the circular lab. We questionnaire the entrepreneurs regarding Herzberg's motivational and hygiene factors.

In our research, we have found insights that one participant was dissatisfied due to not getting a basic facility which is finding a volunteer whenever necessary. According to the theory, the Hygiene factor was absent here, leading to dissatisfaction to entrepreneurs as a lack of immediate support and physical exertion created dissatisfaction. We see there were some issues regarding the management of the circular lab which is one of the hygiene factors and this factor is clearly missing which led to significant dissatisfaction. This could also be a reason why Circular Lab struggles to attract entrepreneurs.

However, there was a situation where one of the entrepreneurs felt very positive as well as motivated because they got good compliments and feedback about their product from the festival audiences which indicates the motivation factor that was present and increased the satisfaction level of entrepreneurs which motivated them and encouraged the young entrepreneurs to continue innovating sustainable products and services and also motivated other entrepreneurs to be a part of the circular lab.

Integration of Herzberg's Two-Factor Theory and Triple Bottom Line (TBL)

Herzberg's Two-Factor Theory emphasizes motivational factors such as achievement, recognition, and the nature of the work itself. This directly aligns with the social dimension of TBL, which focuses on the well-being of workers, human capital, and community. For instance, entrepreneurs in the Circular Lab may find motivation and satisfaction when their work contributes to the well-being of society, as emphasized by TBL.

Herzberg's hygiene factors, such as salary, job security, and working conditions, align with the economic dimension of TBL. Both emphasize the importance of economic sustainability and the long-term profitability of businesses. In the Circular Lab, addressing hygiene factors can contribute to the economic success of entrepreneurs, in line with TBL's Profit principle.

Herzberg's Two-Factor Theory and the Triple Bottom Line offer complementary insights into organizational dynamics, particularly within the context of the Circular Lab. The connection

between motivational and hygiene factors with TBL's focus on people and profit provides a comprehensive understanding of sustainability and circularity can be achieved through engaged young entrepreneurs. Recognizing the strengths and limitations of each theory enhances the depth and applicability of the research in the pursuit of a sustainable future.

Criticism of Triple Bottom Line & Herzberg's Two-Factor Theory

It is important to emphasize that even though TBL offers a framework of encompassing economic, environmental, and social dimensions but its sometimes criticized for its generality. In contrast, Herzberg's Two-Factor Theory provides specific indicators (hygiene and motivational factors) that can guide the analysis within an organization. The specificity of Herzberg's indicators can complement the broader perspectives of TBL, allowing for a more detailed and targeted organizational analysis. Moreover, Herzberg Two two-factor theory is also allowed to understand employee satisfaction and dissatisfaction within an organization.

Although Herzberg's Two-Factor theory has many advantages and successes in the field of management, there are still some limitations to it. This theory focuses on the concept that all employees have the same needs and concentrate too much on job satisfaction, neglecting other external factors like economic and social conditions. This theory's main issue is that it neglects various situations. Which only concentrates on a framework that provides hygiene and motivational factors for certain situations. Herzberg's theory may not be applicable in all workplaces because he only studied 200 white-collar workers for his study. It might be possible that in some workplaces salary may not be a hygiene for certain workers, but they may value a positive work environment. To clarify it simply, the theory omits situational changes. However, Critics argue that if both hygiene and motivational factors are equally important to a person, then both should be able to inspire workers. (Robbins and Judge, 2013)

The measurement of TBL is complex, particularly in assessing intangible assets like loyalty or reputation. TBL's focus on social performance is criticized for its difficulty in quantitative assessment and the inability to aggregate results across its three components.

Social and environmental performance varies across corporations and industries, making it challenging to quantify. TBL's measurement claims that social impacts can be measured objectively, but the aggregation claim fails to provide a single, quantifiable social metric.

Reporting on social aspects of corporate responsibility is significantly lower than reporting on environmental issues. Social impacts cannot always be precisely defined or quantitatively valued, impacting individuals and communities differently. TBL lacks the ability to aggregate results across its three principles (economic, environmental, and social). The promised social profit and loss number is not delivered, and TBL does not offer a method or formula for aggregating across its principles. TBL provides no means of prioritizing among the requirements of different stakeholder groups. The substitution of a single financial bottom line with three objectives can lead to confusion and inefficiency for corporations.

4. Philosophy of Science

The philosophy of social science is about understanding everything in the natural world. Philosophy clarifies It asks questions about what helps science, how we know if something is accurate or not, enabling answers that are more to the point, expanding the area of problems that science can solve, setting the limits of science, and distinguishing science from non-science. In short, philosophy benefits science by clarifying ways of thinking, how issues are described, how evidence is considered, theories are constructed. As we studied the philosophy of science, we decided to proceed with **Interpretivism** as a philosophical approach.

Interpretivism emphasizes the fact that how humans experience things differently (Saunders et al., 2019). That means it is a philosophical and methodological approach to social science that focuses on the necessity of understanding and interpreting the subjective meanings and experiences of individuals within a particular social context. Interpretivism argues that truth and knowledge are subjective, as well as historically and culturally situated, based on the experiences of people and their understanding of them (Ryan, 2018).

The aim of this paper is to understand the subjective opinion and perspective of the entrepreneurs who joined the circular lab & the authority to investigate the issues which are acting as barrier to get more entrepreneurs. Interpretivist approach is considered as natural approach of data collection, for instance, interviews and observations.
To understand the challenges of the circular lab we tried to understand the opinions of the entrepreneurs who attended previous years' festivals. For this reason, we took a qualitative

research approach in this study in alignment with semi-structured interviews to gather their statements & understand their view and meaning. We also talked to the authority of the circular lab and searched for the findings.

There are a few reasons behind choosing "Interpretivism" as our philosophy of science which are as follows:

Interpretivism supports qualitative research methods such as interviews or observations to have a clear understanding of a particular context, as we have gathered our data through interviews about the experiences of entrepreneurs involved in the circular lab.

Interpretivism identifies that individuals may perceive and experience the world differently. In the case of entrepreneurs participating in the circular lab, there might be different perspectives experienced by the participants and interpretivism allows us to capture the diversity.

Interpretivism is well-fitted to understand the motivations, perspectives, and beliefs of individual entrepreneurs. We can look into the matters what are the factors entrepreneurs are attracted to or demotivated which left them with bad experiences. It's about gaining insights into their subjective experiences.

The complexity of human behavior in certain contexts can also be understood in Interpretivism. Here in our research, we can see the entrepreneurial context, where factors like motivations, aspirations, and personal preferences play a significant role. Interpretivism allows for an in-depth examination of these factors.

Ontology & Epistemology

Ontology is about what exists, which concerns researchers' assumptions about the nature of the work and reality (Saunders et al., 2019). It indicates to the values a researcher holds about what can be known as real and what a person believes to be factual.

Epistemology asks how the existence of such a thing can be known, which concerns assumptions about the knowledge (Saunders et al., 2019).

In our research from the ontological point of view, we are trying to see the reality which is what's the condition of the circular lab when it comes to involving the entrepreneurs. From an epistemological angle, we tried to identify the overall experiences which are completely

subjective and make an assumption based on the gathered data. That's why we chose the qualitative research method where we looked for the data by doing some interviews.

5. Methodology

This section will demonstrate the data collection method we selected for the project. According to Sekaran & Bougie (2019) data can be collected from primary and secondary sources. Primary data refers to the data, that is original and first-hand, collected by the researcher himself (Sekaran & Bougie, 2019). On the other hand, secondary data is data that is already available for researchers to use. We have collected our primary data by conducting face-to-face, using semi-structured interviews method, and by interviewing the authorities and last year's participants of the Roskilde Festival & the Circular Lab. For further development of the project, we reached out to a few of them again through telephone interviews. Also, we gathered some existing data from different websites and research articles, which is considered secondary data.

Research Design

To do our research, we need to decide how we will gather and understand the information. Based on our topic and the aim we thought qualitative research would be the appropriate research design for our study. There are three research approaches, 1. Inductive 2. Deductive 3. Abductive.
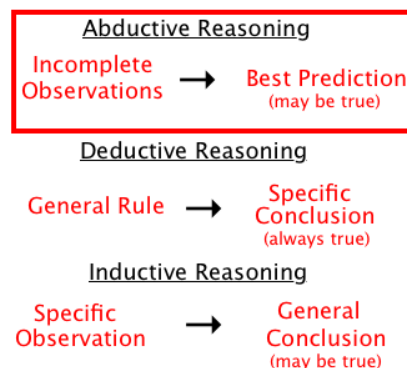
Source: Dean of Big Data (Twitter)

According to Ketokivi and Choi (2014) inductive research is conducted when there is little to no existing literature on a topic, since there is no theory to test. Inductive research approach consists

of three stages - Specific Observation, Pattern Recognition, and General Conclusion. On the other hand, when a hypothesis is developed based on an existing theory and then designed a research strategy to test the hypothesis, it is called deductive research (Wilson, 2010).

Bryman and Bell (2015) stated that when research starts with an incomplete set of observations and proceeds to the best likeliest possible explanation, it is considered as abductive research approach. We collected our data in a way that allows for theory elaboration, so our study follows an abductive research approach. Our research was started with a problem that was not fully understood, so we developed theories which can account for the data.

Primary Data – Interview with Circular Lab authorities, participants

We have conducted a semi structured interview to collect our primary data. Magaldi and Berler (2020) refers the term the semi-structured interview as an exploratory interview. An interviewer usually has a framework of themes to cover during a semi-structured interview (Ruslin et al., 2022, 22-29). A semi-structured interview is adaptable, permitting new questions to be raised in response to responses from interview subjects (Ruslin et al., 2022, 22-29).

Interview with Circular Lab authorities

Our process began by interviewing Bo Astrup Kristensen who is the Project Leader at the Circular Laboratory and Birgitte Rasmussen who is Responsible for the Student Platform. The interview was held at Roskilde Festival Head Office on Wednesday 11th October 2023. The interview process included few predetermined and follow-up questions asked by us. Carefully relating to our selected theories, we tried to gather as much information as possible focusing on their vision regarding The Circular Lab and their overall experience so far. By analyzing responses to relevant questions, we identified the resources necessary to finalize our project. To know more about circular lab and have some clarification, we conducted a follow up meeting with the Project Leader of Circular Lab at RUC Campus. This is considered as our follow-up interview.

Interview with Previous Year Participants

Our research process continued by interviewing previous year's participants who actively engaged themselves in entrepreneurial work within the circular lab at Roskilde Festival. Our team aimed to gather insights into the experiences, challenges, and outcomes of these young entrepreneurs. We purposely chose participants based on their involvement in the circular lab. We initially asked organizers about previous years' participants, then our team contacted them with an explanation of our research objectives, and an invitation to participate in an interview voluntarily. We conducted a semi-structured interview to allow for flexibility and depth in responses. We designed our interview questions based on the theories we selected to know participants' products, their thoughts on sustainability, what they experienced from this circular lab, what type of benefits they got from the circular lab, what kind of challenges they faced, and the impact of the circular lab on their entrepreneurial ventures. We conducted face-to-face and virtual interviews, depending on the accessibility and preferences of the participants. We also contacted few of them again over the telephone to improve our research findings.

Incorporation of secondary data

Along with primary data collection through interviews of organizers and participants of Roskilde Festival, our team integrated important insights from secondary sources including the website of Roskilde Festival. The festival's official website provided some necessary datas regarding the circular lab initiative. Our team took information from the festival's official website which includes background details, structure and statements related to the circular lab. We also studied relevant research articles to understand theories, circular economy, sustainable practices. We can say that the integration of secondary data, particularly from Roskilde Festival's website, and relevant research articles played a crucial role in improving our research.

Telephone Interview: Synthesis of Circular Lab Authorities and Participants Perspectives

To improve the quality of our research our team conducted a semi-structured telephone interview with Circular Lab authorities to gain thorough insights into their approaches to participant motivation & overall support in the circular lab.

When our team decided to take telephone interviews to circular lab authorities, we contacted them and asked them if they had time to talk with us. With their positive reply, we first started by inquiring about the strategies executed to motivate and engage young entrepreneurs in Circular Lab. How do they provide an overall fulfilling experience to the participants. In our conversation, we discussed how Circular Lab acknowledges and supports the works of young entrepreneurs. Additionally, any challenges encountered in organizing and managing Circular Lab and strategies employed to maintain participant satisfaction were also assessed. Our team studied any changes or developments made based on participant satisfaction.

To go deeper into our case, we gather insights of the previous year participants about their experiences and motivations within the circular lab. We were able to reach 3 of the entrepreneurs by the telephone, where we tried to collect a few additional datas related to our theories.

In alignment with the Herzberg Two factor theory, we inquired about the factors which kept them motivated or demotivated. We also delve into their emotional aspects of fulfillment and sense of accomplishment. As follow up, we also investigate personal and professional growth, for example mentorship, skill development, and networking. In our interview, specific challenges during Circular Lab participation and their resolutions were found. Also, the impact of working conditions, support, and resources, asked with detailed examples. We talked about the financial prospects Circular Lab offers for the growth of its initiatives. Finally, we tried to understand primary motivations like contributing to sustainability or future profitability.

Data analysis method

We have conducted a Qualitative research method in this study. As explained by Mark N. K. Saunders, Qualitative research is an approach to social science inquiry that aims to understand the complexities of human behaviour, experience, and social phenomena. The qualitative research approach refers to all non-numeric data or data that have not been quantified and can be a product of all research strategies. (Saunders et al., 2007)

The findings of the interviews were transcribed verbatim. We used "In Vivo Coding" method to code our study. In qualitative analysis, "in vivo coding" is a specific method used in the initial open coding stage. It involves using participants' exact words to capture their real experiences. These codes represent participants' language directly, preserving the authenticity of their

expressions. In vivo coding is part of the broader open coding process, helping create codes based on participants' words for developing categories and themes in qualitative analysis. (Siegle, Open, in vivo, axial, and selective coding 2023) In our case, we aimed to showcase the participants' interviews using their own words to convey authenticity, leading us to opt for in vivo coding. We complete our data analysis by studying the methods outlined in the book "Research Methods for Business Students 2007" by Mark N. K. Saunders.

As we mainly focused on the Herzberg Two Factor Theory, in the interview questions we tried to put this reflection as much as possible. Most of the questions were driven by the code of various Hygiene factors and motivational factors. When received the answers we looked for information which justified our code and based on that we selected the quotes to analyze the context.

6. Literature Review

Engaging more young entrepreneurs is very important for the success of the Roskilde Festival and Circular Lab because it helps to have a greater impact on pushing green development and developing innovative green solutions which is the main goal of the Circular Lab.

In our project, we used Herzberg's Two-Factor theory and Triple-line bottom theories to develop the theoretical framework. We have found that to analyze our case, we should carefully look at existing literature on employee satisfaction, motivation-hygiene.

In the study of ((Kacel et al., 2005) the author applied Herzberg's dual factor theory to nurse practitioners in a Midwestern state. The aim of the study is to describe the current level of job satisfaction among nurse practitioners (NP). Herzberg's idea was initially based on a survey of 200 accountants and engineers, although it is frequently used in nursing research studies of job satisfaction. (Koelbel et al., 1991a). From this research, we also got to know that the intrinsic (Motivators) factors that satisfied nurse practitioners (NP) the most were time spent taking care of patients, feeling of accomplishment, autonomy, challenge, and ability to provide high-quality care. Similar factors are listed as job satisfaction criteria, whereas they express dissatisfaction with extrinsic factors (hygiene), such as pay, lack of prescription privileges, administrative restrictions, opportunities for advancement, reimbursement schemes, restrictions on the scope of

practice because of physician supervision rules, and a lack of participation in research projects. (Beal, Stevens, & Quinn, 1997; Keith, Coburn, & Mahoney, 1998; Misener & Cox, 2001; Tri, 1991). Analyzing and addressing the complex factors of job satisfaction in the nursing profession emphasizes the relevance of Herzberg's theory.

In research conducted by (Bhatt et al., 2022) Herzberg's Two-Factor theory in the context of millennials at work was studied and this theory is focuses on job satisfaction and how the modern workplace affects it. In contrast to Herzberg's theory, the study shows that millennial's job satisfaction is highly affected by the hygiene factors like working conditions and company policies. Moreover, people from various companies participated in this research which shows that how important the factors like good working conditions and a positive relationship with the supervisors matter a lot in terms of satisfaction. To satisfy the millennials at work, companies must consider both hygienic and motivational factors. The result of the research indicated that companies should reconsider traditional ideas about motivation to understand more fully about the needs of today's workers.

John Elkington came up with the idea of Triple Bottom Line (TBL) accounting to look at an organization's performance in more ways than just its financial bottom line. Elkington came up with the term in 1994 to emphasize the importance of looking at economic, environmental, and community service impacts all at the same time. This encourages a more complete approach to sustainability. He said that the goal of sustainable development is to achieve economic growth, environmental quality, and social justice all at the same time.

According to Spangenberg (2005) this economic factor is very important for making sure that the economy can survive and grow, meeting the needs of future generations. The economic part of the Triple Bottom Line (TBL) framework, as explained by Elkington (1997), is about figuring out how a company's business actions affect the economy. In this view, the organization's role in maintaining the larger economic subsystem of sustainability is taken into account in addition to its immediate financial needs.

Goel, 2010 noted that in a research, "social performance" refers to how the organization and the society interact with each other, including issues like fair wages, employee relations, and getting involved in the society. Not only is it the right thing to do to recognize and actively participate in

positive social practices, it is also the smart thing to do to keep your business going and avoid possible economic consequences. It is also important that businesses which keep impact in society like businesses help people to get better for well-being.

7. Analysis

Roskilde Festival is such an organization who are very much concerned about this aspect of the environment and that is why they launched the Circular Lab where they aim to give opportunity to young entrepreneurs who want to build or launch sustainable products, help to build a circular economy and be a successful business owner. The purpose of this study was to find out how more & more entrepreneurs could be reached who work with sustainable products, invite them to the Circular Lab to test their products, gain knowledge, and make the environment better as a result The Circular Lab can ensure its growth.

As explained earlier, the analysis of this project is based on qualitative research, where data was gathered mostly through the interviews we conducted with the entrepreneurs and the circular lab authority. After talking to the coordinator of the circular lab & the previous year's participants we tried to find out the loopholes and the issues where processes can be improved as well as explore new possible ways to reach the potential entrepreneurs. Thus, our overall analysis will give the answers.

Workplace environment & necessary support

The Workplace environment is a very important issues for overall operation to be done in a seamless manner. This is one of the most important hygiene factors as per Herzberg's Two Factor Theory. Thus, we tried to find out how the overall condition was for the entrepreneurs and asked them about this issue. One of the entrepreneurs called **Mellow Designs** said, *"We absolutely loved working with Circular Labs. It was a game-changer for us, especially since we were able to partner with a major music festival and get our expenses reimbursed. Plus, we got some fantastic advice from other groups on how to develop our product and market it. There were a few issues when it came to decision-making and communication, but overall, we felt great about the support and resources we received."* (Appendix-D, Question-8) This statement shows that he enjoyed the overall ambient. Because the festival venue is quite happening. Also, they found a friendly environment where other entrepreneurs openly shared their feedback. There is another

entrepreneur called **HVIDTSKRALD** who also shared a similar experience saying, *"The atmosphere at the Circular Lab, especially during the festival, was good I say. The support from Roskilde's authority was invaluable and made me feel comfortable. As I said earlier, the two workshops, one before and one after the festival, were particularly helpful in guiding entrepreneurs like myself."* (Appendix-C, Question-12) If we look into this statement then we can understand that the organizer was able to provide a comfortable space for the entrepreneurs which made them work with ease.

But on the contrary, one entrepreneur's experience was not good enough. As per him, *"As I just mentioned we didn't find volunteers right away when we needed. Thus, I must say this is one of lackings we faced from circular lab. Being so far away from the circular lab sometimes we had to take everything out to the main booth by ourselves. It was a hectic experience."* (Appendix-B, Question-11) Though he also mentioned that the environment was friendly but he faced a major problem whenever he required volunteer support to move his stalls and things from the washroom area to the main zone of the circular lab. This can be considered as a lack of necessary support which was supposed to be very basic/hygiene support from the festival organizer, even though the organizer claimed, *"During the festival we try to provide all types of necessary support, for example a plenty of volunteers are assigned to look after the need of the entrepreneurs."* However, as the statements are conflicting, in such cases the organizer needs to take the entrepreneur's opinion in consideration and act accordingly so that the future entrepreneurs won't have to face the same issue.

Communication is the Key

Effective communication is an important element to any successful business. Better outcomes can be achieved by teams, people, and organizations when there is effective communication in the workplace. We asked the entrepreneurs whether they faced any notable challenges during the journey. Some of the entrepreneurs had the impression that communication from the Roskilde authorities was not good. One entrepreneur said that *"their communication standard was not up to the mark. They didn't reply promptly every time I contacted them. I had to wait for a few days."* (Appendix-B, Question-5) Here we can see that a participant shared his experience of not having smooth communication with the circular lab authority which was very unlikely to happen.

Because expecting smooth communication is a basic, or we can say a hygiene factor in an organization. Now the question arises the communication system was not good enough. To find the answer we asked the **Circular lab authority** about this and they replied, *"There were some cases we couldn't maintain a streamlined communication with all the participants. As we are mostly volunteer-dependent, few of them were responsible for keeping in touch with the participants. But later we got to know that some of the entrepreneurs faced issues to stay updated. But we aim to rectify this issue in next festival."* (Appendix-A, Question-3) According to this statement, we can understand that Circular Lab didn't have any dedicated team who would be solely responsible for maintaining up-to-date communication with all the participants. As a result, the particular entrepreneur had a bad experience with being updated with all the information.

Regarding this same issue, another entrepreneur who was the founder of **Mellow Design** also shared kind of a similar opinion. *"It would be great to have a bit more organized timeline with milestones, better communication and clear roles and responsibilities of Circular Lab employees outlined. Also, the decision making process was rather unclear, ... from Circular Lab on ideas that we wanted to execute on."* (Appendix-D, Question-7) Which clearly indicates not having an efficient communication setup from the organizer. He has also suggested the authority to start the onboarding process with enough time in hand, setting up a team to coordinate the communication and make the overall communication system better.

Though we have found two entrepreneurs sharing their unwanted experience about the communication we also got one entrepreneur who didn't find any problem here. "*Honestly, I didn't face any challenges or dissatisfaction while participating in the Circular lab as I got every kind of help and support from the end of Roskilde authority and the audience", (Appendix-C, Question-9)* said by the owner of **HVIDTSKRALD.**

So, from the abovementioned analysis, one person had no issue with the communication whereas others were disappointed with the communication system of the circular lab. Hence, the organizer must build a strong communication team to provide a streamlined communication experience to the entrepreneurs & overcome the issues entrepreneurs are facing right now.

Recognizing Entrepreneurs' Contributions

Employees are recognized when they get rewards or praise for meeting goals or performing excellent work. Getting recognized makes the employee more motivated and satisfied with their work. During the interview, we asked the entrepreneurs if they got any kind of prize, reward, or recognition for their contributions. The responses here are positive to a large extent. One of the entrepreneurs who is a founder of **HVIDTSKRALD** mentioned: "*Even though I didn't get any prizes, recognition, or money from the festival, but the fulfillment lies in making it possible for people to look good while caring about the environment was not any less than a recognition for me.*"(Appendix C, Question-5) Even though entrepreneurs didn't get any official recognition for their efforts and contributions from the Roskilde authorities but still entrepreneurs felt motivated as they got a chance to showcase their works with a large audience and get valuable feedback. However, regarding the recognition, another entrepreneur who is the owner of **Customize Me** said *"I have no major complaints about this but I must say getting an official recognition would definitely make the participants motivated. And it would also add a value for the future participants"* "(Appendix B, Question-6). From the information that we gathered, we can observe that the lack of recognition did not make any significant changes in the satisfaction or dissatisfaction levels among the entrepreneurs however to ensure the growth of Circular Lab, the Roskilde Festival Authority may consider adding official recognition, which could motivate the entrepreneurs to join the circular lab.

Adding to this question we also asked the **Circular lab authority** about this and they replied, "*We definitely appreciate the efforts of the entrepreneurs but till now we couldn't provide any official kind of recognition for example any certification or reward. But we are also working on it.*"(Appendix A, Question-6)

As an overall result of the question, it is valid to remember that according to the Herzberg theory, getting recognized will increase the motivation level of an employee to work more effectively and efficiently and do more hard work to achieve the organization's goal.

However, in our case, we can see no entrepreneur is highly demotivated for not getting any official recognition from the organizer rather they were intrinsically motivated because what matters for them is the personal reward of helping society and increasing sustainability, because

they were able to test their product and get positive feedbacks from thousands of audiences That's what worked as recognition for the entrepreneurs.

Professional Development & Growth Opportunity

Profession growth is very important for a resource when it comes to working in or with an organization. Providing scopes for continuous learning and growth enables employees and enhances their motivation and job satisfaction. In our case, we tried to look for this angle, if participating in the circular lab provides the opportunity to the participants to be professionally stronger and better. Hence we asked the entrepreneurs first to know their experience. The owner of **Customise me** said, "*this whole circular lab itself is a platform with opportunities for personal & professional growth. For instance, if there was no circular lab then I didn't have the chance to test my product before going into the real market. Hence, the facility was there I was able to test my product, talk to the potential customers, get feedback from them. All together helped me to learn how to communicate with people.*"(Appendix-B, Question-8) Through his statement, we can see he is considering the circular lab as an open source of professional development. If someone is putting the effort rightly then they are going to learn various things according to the situation. Similarly, the owner of **HVIDTSKRALD** said that he learned about building customer relationships & networking on the field. "*I gifted the pieces to those who showed interest so that they could test my designs in real life. This way I'm co-designing with my user base and fostering a trust-based customer relationship……In addition, networking was one of the most valuable aspect of this initiatives because I met several colleagues through Circular Lab and found a good community.*"(Appendix-C, Question-8) It means this platform provided him the opportunity to grow the ability to build strong customer relationships, as well as connect to a stronger network within a like-minded community. Our third interviewee, founder of **Mellow Design** said, "*Circular Labs really helped us out with testing our products and developing our management skills. The test results were positive. We focused on 3 different groups of customers/users.*"(Appendix-D, Question-5) It's true being in a rush environment it's very difficult to cater to a large number of audiences, hence founder of Mellow Design utilized this and learned to arrange things even though the situation is quite fast.

All these entrepreneurs mentioned something about what they learned in the venue, but in case of getting something directly from the circular lab, all of them mentioned that they got to attend two

workshops held by the authorities which played an important role in their journey. However, the founder of **customise me** shared a lack which was the number of workshops is not good enough to help them learn some professional skills. He said, *"Regarding skill development or mentorship there were no dedicated offerings from the circular lab but they conducted a workshop after the event….. they wanted to know the progress which was good but I don't think just one workshop was good enough to build any skill or knowledge."* (Appendix-B, Questions-8) He is suggesting arranging more workshops so that the entrepreneurs get some professional knowledge & skills, maybe from the industry expert.

When we asked the authorities about providing mentorship, or professional skills to the entrepreneurs they also mentioned the workshops. They said, *"Regarding professional development, to be very honest till last year's event we couldn't be able to provide any professional mentorship, as we have only started two years ago. But we tried to provide as much as we could. However, we have a plan on this to go deeper. For example, bringing successful entrepreneur in a workshop and sharing their knowledge and stories to the new one."* (Appendix-A, Question-5) They do also know that right now they are not able to provide as much as they should. Hence, they are already planning what can be done additionally so that they can work on the entrepreneur's growth which will certainly motivate the entrepreneurs to join the circular lab.

Helping with the Economic Growth

As part of our research, we also asked entrepreneurs if they faced any challenges or successes in translating their ideas into economically viable projects. In response to this question, the founder of **Customize Me** mentioned *"Till now there's nothing something notable. But yes in the future I have to find investors to expand my business. It would be great if I could meet some big brands who are associated with the festival. Maybe I could be able to secure some funding from them"* (Appendix-B, Question-Q15) Seeking investors to expand the business indicates a focus on growth and profitability. Expansion usually requires capital investment and seeking investors is a strategic approach to securing the necessary funds to expand business operations. Aligning with established brands can provide access to resources, markets, and partnership or sponsorship opportunities, which can increase business visibility and profitability. In this regard, **HVIDTSKRALD** added, "*Absolutely, it's been a mix of challenges and successes. On the*

challenging side, securing initial funding was tough, and navigating the market to find the right audience for my sustainable fashion line was a bit tricky."(Appendix-C, Question-14) From these replies it's evident that the new entrepreneurs face trouble finding investment in the initial phase. Sometimes they struggle to make a profit for a long time. Thus, getting funding/investment from investors makes the journey easier. When we asked the organizer, they also admitted they should introduce this facility to the entrepreneurs who would join in the coming year's festival, "*Directly, we don't have any facility where we connect big brands or business owners with entrepreneurs to help to get funding at this moment. But in the future, we might try to arrange this facility for the entrepreneurs.*" (Appendix-A, Question-7) As they are also acknowledging the issue and planning to arrange the support, it will help the entrepreneurs to make the business profitable as earliest as possible.

Lack of promotional activities

Promotional activities are very crucial to create brand awareness and reach. So far we tried to analyze what are issues occurring inside the circular lab which is creating problems in getting new entrepreneurs. But as an external issue, we found a bit lack in proper promotional activities. For example, social media or collaboration with other organizations. In our interviews, this issue came up as well. **Mellow Design** said, "*Partnerships and collaborations with places like university startup clubs or any other startup incubators/accelerators could be a good idea.*" (Appendix-D, Question-10) He also mentioned, "*On social media, I don't think they have any strong presence till now. If it's true then they should start promoting themselves online by targeting their target audiences.*" (Appendix-D, Question-10) According to his statement, it's quite evident that the circular lab is not doing the advertising or partnerships as much as the need to do to create their awareness. From the circular lab authority, we got to know that right now they have few partnerships but they are not doing something more than that so that they can reach more people. "*What we do is that we try to network and make partnerships with the startup community in Denmark. We also partner with a few universities like RUC, DTU, and Copenhagen Business School……. So far we didn't do anything apart from the partnership. But we are planning to do various media buying in future.*"(Appendix-A, Question-4)

In this regard, **Customise Me** owner suggested, "*they could consider arranging a hackathon for a few hours which is kind of an event. Also, they could bring a challenge in certain kinds of areas*

where students can develop their project……. These will surely give them extra mileage."
(Appendix-B, Question-13) This means the activities he mentioned, if these could be executed then it would create an impact to build the circular lab's image in the startup community. Based on the discussion above it's quite clear that the circular lab should definitely work on increasing their brand awareness.

8. Discussion

It is very important to know the strengths and limitations that have occurred during the integration of empirical findings, theoretical frameworks, and methodological approaches. The following section will provide a critical reflection on our project.

The theoretical combination of Two-Factor Theory and the Triple Bottom Line (TBL) provides a complete understanding of Circular Lab's dynamics, which allows us to address the connection of both internal factors that are influence job satisfaction and the organizational effects on social, economic, and environmental factors.

As Herzberg focuses on job satisfaction, it may oversimplify the motivations and challenges which entrepreneurs faced. Although entrepreneurship is a vast and major field, entrepreneurial decisions are manipulated by external factors which is not fully captured by these theories. Depth to the analysis is bring by TBL's dimensions, but its complexity in social impacts causes challenges. There is a possibility that limits its practicality because of the inability to combine results within economic, environmental, and social aspects.

The qualitative research design allows the exploration of motivations and challenges, which legitimates in-depth insights into entrepreneurial experience. Also, interview method, which is semi structured offers flexibility that enables unexpected insights. Both face-to-face and telephone interviews proved adaptability, enhancing the depth of our findings. The intensity of our analysis increased, because of the mixture of primary and secondary data.

On the other hand, our teams inability to participate in the Roskilde Festival physically may affect our ability to collect and analyze data. Unfortunately, due to time constraints and the busy schedules of associated persons, we were unable to take more face-to-face interviews, which

guided us to go for telephone interviews, and that might have impacted the depth of data collection. For more comprehensive findings, an extended timeframe was required.

The empirical findings provide valuable positive insights into the experiences of entrepreneurs within the Circular Lab. Critical aspects such as positive feedback, recognition, and motivational factors contribute to the success of sustainable enterprises. Also, interviews with circular lab authorities and participants helps to identify challenges related to management efficiency and creating connections between entrepreneurs and major brands.

On the other hand, our project is relying on a limited sample size, that limit the generalizability of our findings. A larger sample could have supported a wider understanding of challenges and motivations.

Our outcomes from this project provide a basic understanding of the circular lab's dynamics, which is helpful for the foundation of future research in understanding circular lab dynamics and sustainable entrepreneurship within festival perspectives. To improve accuracy and validation in future research, besides qualitative analysis, including quantitative analysis by surveys and statistical assessments would be very useful.

9. Conclusion & Recommendation

Considering the analysis, to attract entrepreneurs to the Circular Lab at Roskilde Festival while considering the Triple Bottom Line theory and Herzberg's Two-Factor Theory, several comprehensive strategies can be implemented.

Creating a sustainable environment is important. Designing the Circular Lab space to inspire innovation and collaboration involves more than just physical layout; it requires an ecosystem that supports sustainability at its core. This includes using eco-friendly materials, implementing energy-efficient technologies, and adopting waste reduction strategies. By creating an environment that reflects a commitment to sustainability, Roskilde Festival can attract entrepreneurs who share similar values and are passionate about making a positive environmental impact. Additionally, encouraging a sense of community among entrepreneurs

within the lab promotes collaboration and knowledge-sharing, further enhancing the atmosphere of innovation and sustainability.

Additionally, offering access to resources is essential for empowering entrepreneurs to turn their ideas into reality within the Circular Lab. This includes providing access to workspace, equipment, and materials, as well as financial support through grants or funding opportunities. Mentorship programs play a crucial role in providing guidance and support to entrepreneurs, helping them navigate challenges and make informed decisions. Networking opportunities within the lab and beyond also contribute to the support ecosystem, connecting entrepreneurs with potential collaborators, investors, and mentors who can help them grow their ventures.

Making clear and transparent communication channels are essential for ensuring that entrepreneur's feel supported and engaged within the Circular Lab. This includes providing regular updates, announcements, and guidelines. Implementing feedback mechanisms allows entrepreneurs to voice their concerns and suggestions for improvement, demonstrating that their input is valued. Responsiveness to entrepreneurs' needs and concerns builds trust and fosters a sense of community within the lab, enhancing collaboration and engagement.

Appreciating entrepreneur's contributions is crucial for encouraging a culture of excellence within the Circular Lab. Implementing a system of rewards and acknowledgment for outstanding performance or impactful innovations motivates entrepreneurs to strive for excellence and encourages a culture of appreciation. This can include recognizing achievements through awards, public recognition, or incentives such as funding or access to additional resources. By celebrating entrepreneurial successes, Roskilde Festival not only boosts morale but also inspires other entrepreneurs to excel.

Providing access to professional development and growth opportunities is vital for supporting the ongoing success and development of entrepreneurs within the Circular Lab. This includes offering workshops, training sessions, and access to industry experts to support skill development and enhance entrepreneur's ability to navigate challenges effectively. Additionally, providing opportunities for networking and collaboration with other entrepreneurs fosters a culture of learning and innovation, promoting continuous growth and development.

By integrating these strategies, Roskilde Festival can create an environment that not only attracts entrepreneurs but also supports their growth, success, and sustainability within the Circular Lab. This approach aligns with the principles of the Triple Bottom Line theory and Herzberg's Two-Factor Theory, emphasizing the importance of both extrinsic and intrinsic motivators in fostering a sustainable and fulfilling entrepreneurial experience.

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11. Appendix

<u>Appendix A :</u>

Interview with **The Circular Lab Organizer:**

1	Could you provide a brief overview of the background of the Roskilde Festival and Circular Lab, as well as an outline of the general process for executing the festival as a whole?	Roskilde Festival is Northern Europe's biggest music & culture festival. It is a completely non-profit business. Young people camp there for one week, they eat, have fun, and enjoy the festival. The average attendee's age is 24 years old. We called this a temporary city. 120,000 inhabitants. 30,000 volunteers and all year around 70 full-time employees. In the last 50 years, we have almost donated half a billion Danish kroner. And it's also important to stress that this is a youth festival. Collaboration with DTU which is a long-time collaboration. Collaboration with Velux, a Danish windows manufacturer. This year providing festival furniture. We want this festival to be greener and sustainable. One of the most significant and attractive parts is our Circular Lab. The whole festival is a venue for testing products. Entrepreneurs get the chance to test their products on a massive young audience at the festival.
2	Do you have any specific model or criteria that you follow to attract young entrepreneurs?	Yeah, at the moment we have. If you have seen our description of the website regarding the Circle Lab, there are six guidelines that you have to accommodate to apply to be part of the test lab here at Roskilde Festival. (We evaluate applications based on the

		following criteria:
		1. Test readiness (are you at a stage in your development where you need validation?) 2. Innovation and originality 3. Significance in solving a problem 4. Degree of value addition to green transition 5. Scalability 6. Age: The target audience of The Circular Lab is primarily entrepreneurs under 30 years old, but we have the possibility to admit a certain percentage of participants belonging to another age group. 7. It is not a criterion that the solutions in their final form are targeted at a festival market. As long as the product can be tested within the festival's framework and has the potential to contribute to a circular society, the applicant's application is justified.)
3	What challenges have you encountered in organizing and managing the Circular Lab? How do you address these challenges to maintain participant satisfaction?	So far finding more entrepreneur seems the main challenge to us. We need to reach out more and more entrepreneurs in coming years festival. In last two years we might not be able to reach a lot of entrepreneurs. Right now we are trying to crack different ways to reach more people. For example, we are planning to collaborate with all the universities in the Denmark to make a big outreach. Overall we have to work on creating our brand awareness. There were some cases we couldn't

		maintain a streamlined communication with all the participants. As we are mostly volunteer dependent, few of them were responsible to keep in touch with the participants. But later we got to know the some of the entrepreneurs faced issues to stay updated. But we aim to rectify this issue in next festival
4	What strategies are implemented to motivate and engage young entrepreneurs participating in the Circular Lab? Have you done something beyond partnership to promote the circular lab to reach more people?	Yes, what we do is that we try to network and make partnerships with the startup community in Denmark. We also partner with a few universities like RUC, DTU, and Copenhagen Business School. We also have a startup program. So few universities know what the Circle Lab is about. Sometimes they call for the application and sometimes the entrepreneur club pushes their members to apply. We look for the business that includes the circularity objective the most and who is the best fit for testing at the festival. So far we didn't do anything apart from the partnership. But we are planning to do various media buying in future.
5	How do you ensure that the Circular Lab provides a fulfilling and motivating experience for participants? In what ways does Circular Lab contribute to the professional development of participants?	Before the event takes place we call for a workshop with all the selected entrepreneurs. We give them all the necessary information they need to know about. For example, the festival, circular lab, importance of sustainability etc. Once the event has started we try to provide them all the possible necessary facilities to keep them going. For instance, a proper stall, a dedicated volunteer team who can always lend their hand in need of entrepreneur and so on. We also hold

		another workshop few weeks after the event finishes. In this workshop we try to gather all the entrepreneurs & hear their experiences. We intend to deliver any possible support to whom is in need. During the festival we try to provide all types of necessary support, for example a plenty of volunteers are assigned to look after the need of the entrepreneurs. Regarding professional development, to be very honest till the last year's event we couldn't be able to provide any professional mentorship, as we have only started two years ago. But we tried to provide as much as we could. However, we have plan on this to go in deeper. For example, bringing successful entrepreneur in a workshop and share their knowledge and stories to the new one.
6	How does Circular Lab recognize and support the efforts of young entrepreneurs?	Actually like professional development here we are also standing a bit behind. We definitely appreciate the efforts of the entrepreneurs but till now we couldn't provide any official kind of recognition for example any certification or reward. But we are also working on it. But in the last years. To support the effort of the young entrepreneurs we provided a follow-up workshop after the festival as I mentioned earlier, where we talk to startups about how their work is going and if there are any improvements or changes needed in their data and business model or

		if they find any investors for their business. In this workshop, if we think any of those entrepreneurs need another trial then we are of course open to them, so that they can join any another festival to test once more and improve. We offered few startups six months of free office space.
7	Are there specific initiatives or support systems in place to help young entrepreneurs overcome economic challenges?	Directly, we don't have any facility where we connect big brands or business owners with entrepreneurs to help to get funding at this moment. But in future we might try to arrange this facility for the entrepreneurs.

Appendix B :

Interview with Customise Me

SL	Ques	Ans
1	What is your company name?	Customize Me
2	What is the product? Can you give us a brief idea?	Handmade organic soap is the main product. But we also sell the organic ingredients so that customers can make their own soap in their preferred shape.

3	Can you discuss any social impact that your idea or project had on the community or society as a result of your participation in the Circular Lab?	Yes, of course we think our products will have a positive impact on society. As mentioned earlier, our soap is made from organic ingredients so the production process is not harmful to people and the environment. And besides we do recycling and waste management.
4	What motivated you to join The Circular Lab platform? How were you selected? Can you share your experiences participating in the Circular Lab?	Joined 2023. Got to know from an event (impact night – impact startup). Met bo and Kristin there. Last November. Talked to them, applied and got selected. Organizer held an introductory workshop in may. Circular Lab believes in circular economy and sustainability and hence our thinking and business principles, and this is what motivated us to participate in Circular Lab. As such, Compared to liquid soap our soap is more sustainable as it's made out of organic ingredients. And in case of circularity we don't use packaging usually but we collect boxes from different sources and we use them as packaging while we are shipping products. We also use waste oil such as oil used in frying. We avoid palm oil as it's not good for production. So

		we thought we would get some good feedback by participating in the circular lab. And experience wise we loved attending the festival as we received valuable feedback from audiences though there are a few things we were not satisfied with the organizer of the circular lab.
5	Can you please mention what were the issues with the organizer?	First of all, their communication standard was not up to the mark. They didn't reply promptly everytime I contacted them. I had to wait for a few days. Also, at some point they lost my application and surprisingly they didn't inform me, I got to know when I contacted them. I was really pissed off at a point.
6	In terms of satisfaction and motivation, what aspects of the Circular Lab were most fulfilling for you? Did you receive any kind of prize, reward, or recognition?	Seeing people using my soap right in front of my eyes was the most satisfactory thing for me. People were using my soap happily and i received a lot of positive feedback saying it feels good on the body, the shapes are interesting. Though there were a few people who said that the fragrance is not strong enough. Another point I must mention that there were other entrepreneurs and sharing the

| | | platform with them was a quite learning experience.

No, they didn't. I have no major complaints about this but I must say getting an official recognition would definitely made the participants motivated. And it would also add a value for the future participants. |
|---|---|---|
| 7 | Are you disappointed that you got no income or any monetary reward working at the Circular Lab.? | No I'm not disappointed but yes it would be better if I could sell the product at a very reasonable price and make some money out of it. Or if there was any facility to get some grant from circular lab authority that would have been great too. I believe it would give me another sense of motivation. |
| 8 | In what ways does Circular Lab provide opportunities for personal or professional growth?

Were there opportunities for skill development, mentorship, or networking that you found valuable? Please describe with an example | I believe this whole circular lab itself is a platform with opportunities for personal & professional growth. For instance, if there was no circular lab then i didn't have the chance to test my product before going into the real market. Hence, the facility was there I was able to test my product, talk to the potential customers, get feedback from them. All together helped me to learn how to communicate with |

| | | people, what changes shall i incorporate to my products.

Regarding skill development or mentorship there were no dedicated offerings from the circular lab but they conducted a workshop after the event. Where they called many of the entrepreneurs to have a mutual discussion. Also they wanted to know the progress which was good but I don't think just one workshop was good enough to build any skill or knowledge.

But I must say networking opportunity was good enough as almost all of the entrepreneurs were young thus everyone was almost likeminded. We shared our knowledge, vision among us. There was a girl whose product is skincare products. So who knows may be in future I will collab with her. |
|---|---|---|
| 9 | Were there any challenges or dissatisfaction points you encountered while participating in the Circular Lab? How were these addressed? | As i mentioned earlier experience was not good initially as the organizer lost our application. Communication was not up to the mark. Multiple volunteers were operating all the communications. Thus it was hard to maintain the coordination. Our contact point was a |

		volunteer. But he was not available all the time.
		Also being a soap brand we had to stay near the shower, as the booth is not really close to the shower. While users were going to take the shower, we were providing the soap & the shampoo bar. But the problem was in the need of something really necessary we were not being able to find any volunteers. We had to wait for a long time. This was quite a bad experience.
10	Have you experienced a sense of achievement during your participation in Circular Lab? If yes, could you provide examples? How do you feel about the recognition and acknowledgment of your work or ideas within the Circular Lab?	Definitely. Before attending circular lab I didn't have any idea how my soap is gonna perform in the market. But after joining this lab I got an idea based on the response I received from audiences. I had to distribute around 150 pieces of soap among thousands of people. Most of the users liked it. This gave me a strong sense of achievement and made me feel good. Also I got to build some connections with some of the entrepreneurs which was also valuable for me. And I feel really great about the verbal recognition I got from the audiences, fellow entrepreneurs & the circular lab authorities about my

		products. It did mean a lot to me. But an official recognition from the organizer could help the new entrepreneurs like me in the initial level too. For example, to establish credibility, to secure funding from investors. It will inspire many of the entrepreneurs.
11	How important were factors such as working environment, support, and resources provided to you during your time at the Circular Lab?	Honestly the experience was kind of mixed. Working environment was super as we got to share the platform with other young entrepreneurs. The whole festival was full of young audiences. So the environment was pretty friendly. But apart from Product testing Other things were not satisfactory in my opinion. As I just mentioned we didn't find volunteers right away when we needed. Thus I must say this is one of lackings we faced from circular lab. Being so far away from the circular lab sometimes we had to take everything out to the main booth by ourselves. It was a hectic experience.

12	Do you think anything in the circular lab could be improved to ensure a better experience for participants in the circular lab?	Better communication from their(circular lab) side, Clear information about where things should be delivered and all the necessary ones. Also Planning should start a bit earlier than now like opening the call to startup to join and having the process already by January. So that the start-ups know what's happening and where they are going. If they are in they can know a lot earlier then they can start the production according to their capacity and to let everyone know about things like friends and co-founders.
13	Also, what kind of steps/initiatives do you think can attract more young entrepreneurs in the circular lab in the upcoming year?	After they improve the things I experienced they might introduce additional steps to attract entrepreneurs. For instance, they could consider arranging a hackathon for a few hours which is kind of an event. Also they could bring a challenge in certain kinds of areas where students can develop their project. As well as participate in a few more events like impact night or go to universities and try to collaborate with different start ups environments. These will surely give them extra mileage

14	From an economic perspective, how do you perceive the opportunities provided by Circular Lab for the growth of your ideas or projects?	Honestly, there was no opportunities provided by the circular lab which can allow me to have a view on economic perspective. For example, we were not allowed to sell the products in the festival. But personally I tried to know if my pricing is alright by talking to people. Most of them said that the price is reasonable enough. So I got an idea that people wouldn't have any problem buying my products.
15	Have you encountered any challenges or successes in translating your ideas into economically viable projects?	Till now there's nothing something notable. But yes in future I have to find investors to expand my business. It would be great if I could meet some big brands who are associated with the festival. May be I could be able to secure some funding from them.
16	What motivates you the most: Contributing to saving the planet or a future profitable income from your idea?	You know how tricky it is to balance making a profit with being eco-friendly? Well, that's the challenge we're facing right now. We already have an environmentally friendly product, and we want to expand our market reach while still making money. It's a bit of a

| | | tightrope walk, and we need to think carefully about how our production processes affect the environment. |

Appendix C :

Interview with HVIDTSKRALD

SL	Ques	Ans
1	What is your company name?	HVIDTSKRALD
2	What is the product? Can you give us a brief idea?	Sustainable fashion –I make garments from garbage. So you can look like you care.
3	Can you discuss any social impact that your idea or project had on the community or society as a result of your participation in the Circular Lab?	My startup is about stopping the current problematic production of fashion and Mindless consumption rather than making fashionable clothes from the old ones.

| 4 | What motivated you to join this platform? How were you selected? | I saw the participants at RF2022, and knew I wanted to reach that milestone with my project. Then I applied with guidance from my University. I believe, circular economy is a myth, in the sense that circularity alone cannot solve the problems we are facing. I believe we can grow the economy and still take care of the planet in the long run if we want a future, so I am trying to facilitate circularity but "going against the stream of materials" and not with it. Also circular lab promoting sustainability and circular economy and that's what motivated me to participate in Circular Lab. |
| | Can you share your experiences participating in the Circular Lab? | Overall experience was good after attending circular lab I got to know that there are so many people who are also thinking in the same way as me. A lot of people like my product. Also, coordination with circular lab authority was pretty good. |

5	In terms of satisfaction and motivation, what aspects of the Circular Lab were most fulfilling for you? Did you receive any kind of prize, reward, or recognition?	In the Circular Lab, what made me really satisfied and motivated was contributing to sustainable fashion through my product. Even though I didn't get any prizes, recognition, or money from the festival, but the fulfillment lies in making it possible for people to look good while caring about the environment was not any less than a recognition for me.
6	Are you disappointed that you got no income or any monetary reward working at the Circular Lab.?	Not at all. My main goal at the Circular Lab wasn't to earn income. I aimed to connect with a supportive community and test whether people liked my clothing. The experience was fulfilling beyond financial considerations.
7	Have you experienced a sense of achievement during your participation in Circular Lab? If yes, could you provide examples?	That people understand and appreciate my project, and I should keep going. Also that there are a lot of people that don't care about fashion, but care about the planet.
8	In what ways does Circular Lab provide opportunities for personal or professional growth? Were there opportunities for skill development, mentorship, or	Yes, it helped me a lot in many ways, a great way to motivate myself to push and develop my project till event day.

	networking that you found valuable? Please describe with an example	I did a fitting room and came up with 50 dresses (demo products). I then observed how people responded, had an open conversation about their views, and incorporated their feedback where necessary. And these feedbacks later helped a lot in my product development.

I gifted the pieces to those who showed interest so that they could test my designs in real life. This way I'm co-designing with my user base and fostering a trust-based customer relationship.

In case of skill development and mentorship we got to attend two workshops arranged by the circular lab which was helpful. In addition, networking was one of the most valuable aspect of this initiatives because I met several colleagues through Circular Lab and found a good community. I think sharing experiences with fellow start-ups is a good thing. |
| 9 | Were there any challenges or dissatisfaction points you encountered while participating in the Circular Lab? How were these addressed? | Honestly, I didn't face any challenges or dissatisfaction while participating in the Circular lab as I got every kind of help and support from the end of Roskilde authority and the audience. |

10	Do you think anything in the circular lab could be improved to ensure a better experience for participants in the circular lab?	Clearer and more updated information / discussion about sustainability and circularity. I get that the main focus has been on helping us as entrepreneurs and businesses, but I think they could shift a little more towards being more hardcore abut sustainability (as a growth-challenge to the entrepreneurs of course).
11	Also, what kind of steps/initiatives do you think can attract more young entrepreneurs in the circular lab in the upcoming year?	I think many people, not just young people, want the world to be better and different than it is looking now. I also think most artists or entrepreneurs make projects because they want things to be different, and have no choice but to "react". If more people knew about circular lab where they could make changes, or at least generate knowledge while trying to build up a project, they would. Proper advertising would make the change i guess.

12	How important were factors such as working environment, support, and resources provided to you during your time at the Circular Lab?	The atmosphere at the Circular Lab, especially during the festival, was good I say. The support from Roskilde's authority was invaluable and made me feel comfortable. As I said earlier, the two workshops, one before and one after the festival, were particularly helpful in guiding entrepreneurs like myself.
13	From an economic perspective, how do you perceive the opportunities provided by Circular Lab for the growth of your ideas or projects?	Honestly, from an economic perspective, I didn't get anything but the encouragement and positive response from the audience that I got surely motivated me in future growth of my projects.
14	Have you encountered any challenges or successes in translating your ideas into economically viable projects?	Absolutely, it's been a mix of challenges and successes. On the challenging side, securing initial funding was tough, and navigating the market to find the right audience for my sustainable fashion line was a bit tricky. On the other hand, there have been some great successes, gaining positive feedback at the Circular Lab festival boosted my

		confidence, and slowly but surely, my brand started gaining traction
15	What motivates you the most: Contributing to saving the planet or a future profitable income from your idea?	I am very aware that it's very hard to keep recycling. But I want to create societal change more than generate money.

Appendix D :

Interview with Mellow Design

No.	Question	Answer
1	What is your company name?	Mellow Design
2	What is the product? Can you give us a brief idea?	Mellow joint is a flexible Euro Pallet connection system to build temporary structures for events and festivals. mellow joint™ transforms idle Euro Pallets into versatile LEGO-like building blocks in minutes. Transformed Euro Pallets are used to build various temporary furniture and structures

| | | When they are no longer needed, Euro Pallets can return to their original circulation in logistics, without leaving any waste behind

No additional tools and no special skills are required to pop-up anything from table to food stall. |
|---|---|---|
| 3 | Can you share your experiences participating in the Circular Lab? What motivated you to join this platform? How were you selected? | We found out about it through the Roskilde Festival website. We filled in an application form and were invited to participate in the first batch of startups in 2022.

We're all about circularity and that's why we've joined the Circular Lab. We're all about finding new ways to use products, designing temporary architecture with idle materials, and incorporating circular principles to help the environment. Our product, the Mellow Joint, is all about being easily taken apart and fixed, so we're doing our part to minimize any negative impact on the planet. By joining the Circular Lab, we're hoping to use our skills to contribute to the movement towards a circular economy. |

| 4 | In terms of satisfaction and motivation, what aspects of the Circular Lab were most fulfilling for you? Did you receive any kind of prize, reward, or recognition? | Circular Lab offered us a unique partnership opportunity, where we had access to one of the biggest music festivals in the Nordics, and could test our temporary structures with actual festival participants. Experience and insights gained from our participation in Circular Lab gave us direction for further product development.

Additionally, we received reimbursement of the production cost of our connection system, as well as some additional operational costs that we had to bear during the festival. Other than we didn't receive any reward or prize. |
|---|---|---|
| 5 | In what ways does Circular Lab provide opportunities for personal or professional growth? Were there opportunities for skill development, mentorship, or networking that you found valuable? Please describe with an example | Circular Labs really helped us out with testing our products and developing our management skills. The test results were positive. We focused on 3 different groups of customers/users.

The first group was Circular Lab employees and volunteers who were in charge of Circular Lab design, setup & take down. We treated them as our clients and got input on how their perceived value and experience from choosing our product over other alternatives available on the market.

 The second group was Startups, who were direct users of our structures. For them, it was part of their ideas showcasing, so we focused |

		on interviewing them and capturing their opinion about product functionality, and how likely they would be to use it again or recommend it to a friend. The last group was actual Roskilde Festival participants, who got a chance to use some of our structures from the chill-out area. We interviewed them to get an understanding of how valuable they perceive such sustainable and circular solutions as ours, and how much it affects their overall festival experience. As we were trying to cater 3 sets of audiences we really had to look in managing operations smoothly.
6	Have you experienced a sense of achievement during your participation in Circular Lab? If yes, could you provide examples?	Overall, we received a lot of valuable data from all 3 customer/user groups. This data allowed us to fine-tune our product, adjust our marketing and storytelling, and get a flavor of working with an actual festival. We re-designed our mellow joint™ and improved our commercial offer so that we can be a more attractive vendor for other festivals in the future. So this was sort of an achievement.

7	Were there any challenges or dissatisfaction points you encountered while participating in the Circular Lab? How were these addressed?	It would be great to have a bit more organized timeline with milestones, better communication and clear roles and responsibilities of Circular Lab employees outlined. Also, the decision-making process was rather unclear, so it was difficult to get a quick "yes' ' or "no" from Circular Lab on ideas that we wanted to execute on, which disturbed our iterative and agile innovation process. Since Circular Lab is working primarily with early-stage startups, we believe that there should be a bit more startups.
8	How important were factors such as working environment, support, and resources provided to you during your time at the Circular Lab?	We absolutely loved working with Circular Labs. It was a game-changer for us, especially since we were able to partner with a major music festival and get our expenses reimbursed. Plus, we got some fantastic advice from other groups on how to develop our product and market it. There were a few issues when it came to decision-making and communication, but overall, we felt great about the support and resources we received.
9	Are you disappointed that you get no income working at the Circular Lab.?	Circular Lab is helping us make our product better and understand the market better. Although we're not that focused on making money right now, it's still important for us to get recognized and have the potential to grow our network. So,

10	Also, what kind of steps/initiatives do you think can attract more young entrepreneurs in the circular lab in the upcoming year?	Partnerships and collaborations with places like university startup club or any other startup incubators/accelerators could be a good idea. on social media, i don't think they have any strong presence till now. If it's true then they should start promoting themselves online by targeting their target audiences.
11	Can you discuss any social impact that your idea or project had on the community or society as a result of your participation in the Circular Lab?	At Mellow Designs we develop products that have circularity at their core. We develop alternative usage cases for existing products and systems. We design temporary architecture solutions by transforming idle materials into pop-up structures focusing on prolonging the material's life cycle and making the building process quick, simple, and accessible. At the same time, our solutions reduce their environmental impact through circular principles and a zero-waste philosophy. Our mellow joint has been designed for disassembly and repairability ensuring longevity and proper EOU/EOL handling
12	From an economic perspective, how do you perceive the opportunities provided by Circular Lab	Our design solutions are all about promoting circular principles and helping us gain market recognition, network, and resources. Luckily, with the lab, we've been able to open doors to

	for the growth of your ideas or projects?	new markets, and we're always looking for ways to encourage project growth through incentives and awards. We're really excited about our vision, which aligns perfectly with the lab's goals, and we're thrilled to be a key player in the transition towards sustainability.
13	Have you encountered any challenges or successes in translating your ideas into economically viable projects?	For sure! In trying to make our circular design ideas work in real life, we've come across some challenges, like getting people to accept it and keeping the production costs low. But we've also had some good news, like people liking what we're doing and the market picking it up. What we're focused on is using our skills to push the industry towards circular design.
14	What motivates you the most: Contributing to saving the planet or a future profitable income from your idea?	We're all about saving the planet! We're working hard to design eco-friendly products and implement circular principles. Being a driving force behind the shift towards a circular economy is our top priority, and we're committed to making a lasting environmental impact. Making a big profit is not our main concern at this moment - it's all about doing our part to help the planet.