



SELF-FINANCING

Smart Ibérica has always been clear about diversifying its funding. In its early stages, it shared services with different cooperatives in Andalusia, pooling resources to ensure economic sustainability for all cooperatives.

In 2019, due to internal issues in other cooperatives, the sharing of services could no longer be continued. This resulted in increased costs for Smart Ibérica, which will be discussed in the budget cuts section.

In 2020, the mistrust from Smart Belgium towards Smart Ibérica intensified, as we have explained in the first point of this documentary website. At this point, we decided not only to explain to them with documents and words what had happened but also to demonstrate our good faith with the project and the respect we have for Smart, as well as our gratitude.

Therefore, we sought external funding from Fiare to allow us to get through 2020 without requesting financing from Smart Be. In 2020, we started piloting and testing:

- Variable Smart margin
- New services for companies

But first, we had to address:

- Expense budget, which had increased due to the loss of service sharing with other cooperatives.
- Analyze the previous management and address any potential issues.
- A pandemic.

In 2021, with everything resolved, we began conducting relevant studies to find projects for self-financing. On the website, we have provided some examples:

Providing project management support for entities such as:

- Editorial production services with the French group Hachette.
- Rental services for servers and MS TEAMS licenses.
- Creation of occupational hazard prevention training platforms for organizations.
- Accounting, tax, and labor management for legal entities.
- Crowdfunding advisory services in collaboration with Nanoma.

These are some examples of business models implemented for self-financing.
