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### INTRODUCTION

There are myriad reasons that companies collaborate with each other. Sometimes, it is a question of necessity, brought about by a change in circumstances; other times, it is a matter of exploiting an opportunity, whether sought out, or born of serendipity.

The twelve case studies presented in this issue of *lf...* share one theme: that collaboration makes sense. The intersection of companies will become an increasingly decisive factor in their fate. The path will not be easy—indeed, in many cases the road has yet to be paved. This is precisely why we have chosen to focus on those intrepid organizations that have already taken the first steps.

These are companies like Corning, which for years has enjoyed gains in efficiency enabled by collaborating on R&D with its best clients; or the pharmaceuticals firm UCB, which has taken the daring move of converting its own patients into strategic partners for innovation. We've seen examples of companies that have combined disparate strengths to launch novel products (Renault/Biotherm); those that collaborate to improve and share their sustainability initiatives (Coca-Cola/Heinz; American Apparel); large-scale collaborations between public and private sector players from a particular region (the Güssing Biomass Plant, in Austria; and Symbiosis, in Denmark); sector-specific collaborations (Genivi Alliance; Comité Colbert); and unprecedented alliances that bridge distinct sectors (Microsoft/Toyota; Innovalley/ Cetemmsa; and American Express/FourSquare).

Examples like these are multiplying weekly across a broad array of business scenarios. Collaboration is here to stay. The future is *co*-.

The co-society team



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# COLLABORATING **TO DEVELOP MORE** SUSTAINABLE CONTAINERS

In 2009, The Coca-Cola Company created the At the time of publication, Heinz had already used PlantBottle<sup>™</sup>, a plastic (PET) bottle partially manufactured (30%) with plant-derived materials (like material in these new containers shares many sugar cane and molasses) and byproducts of sugar production in Brazil. These plants were chosen based on environmental criteria to ensure recyclable; weighs the same; has the same lifethat they do not interfere with local crops. The remaining 70% of each bottle is made with materials derived from fossil fuels, such as petroleum.

The Coca-Cola Company is now striving to manufacture a bottle made of 100% plant-derived The bottle is 100% recyclable: the resulting bymaterials and plant residues. In fact, they have already developed a prototype, and are now collaborating with Heinz to use their bottling factory. niture or clothing. For example, The Coca-Cola The Coca-Cola Company has planned to invest Company and furniture maker Emeco have es-\$150 million in PlantBottle<sup>TM</sup>, to develop the next tablished a smart collaboration to manufacture generation of technology for extracting sugar from plant residues such as plant stems, tree bark and fruit peel. It is also working to make the new container water and carbon neutral. Heinz has made a major investment in the project, although the company has revealed any details. It is hoping to take a step further towards its own goal of reducing emissions, waste and energy consumption by 20% by 2015.

120 million PlantBottles<sup>™</sup> in the USA in 2011. The properties with that of the original plastic (PET): it is amenable to carbonation of the liquid contained; time; shares the same appearance and chemical composition; and is suitable for water, juice and carbonated beverages. Use of PlantBottle<sup>™</sup> can reduce carbon-footprints by 12% to 19%.

products can be re-used to manufacture more bottles, or to make other products, such as furthe Emeco 111 Navy Chair, a chair made of 111 recycled bottles. Emeco has estimated that it will process more than three million PET bottles.



# **THE COMITÉ COLBERT: COLLABORATION IN THE** LUXURY GOODS SECTOR

Founded in 1954, the Comité Colbert is an as- dividuals (famous athletes, movie stars, execusociation that brings together 75 of the most important French companies from the luxury goods luxury sector. The members also share human sector. It has become a lobby which protects the resources management techniques and suslegal, financial and creative rights of its members tainability initiatives, and develop joint actions to in areas such as intellectual property and market penetrate new markets. expansion.

Comité Colbert members also share good practices, exchange prospective information on the all of Europe. It has recently incorporated comluxury good sector and its trends, and work together to innovate. The 75 firms are organized MontBlanc, watches and pens), the Czech Reinto working commissions that meet throughout public (Moser, glass-making) and Hungary (Herthe year to decide on common actions. For ex- end, porcelain), and is now working with three ample, each year they bring together students other European luxury-goods associations: Fonfrom top art and design schools to share with dazione Altagamma (Italy), Walpole (UK), and the them their vision of luxury from a multidisciplinary, Círculo del Lujo Fortuny (Spain), which was creglobal perspective. In another annual event, The ated in 2011. Comité Colbert chooses a specific subject in which to explore future scenarios, which mem- In France, the total business volume of the Cobers discuss with invited experts from the field. mité Colbert members has guintupled since the It also invites a diverse range of high-profile in- organization has begun its collaborative efforts.

The Comité Colbert is currently endeavoring to establish a common plan of action to represent panies from Germany (Leica, photography; and



# COLLABORATING WITH **CLIENTS TO TURN IDEAS INTO PRODUCTS**

Corning Incorporated, the world's leader in spe- The telecommunications and entertainment procial glass and ceramics, develops and manufactures components of high-technology systems fiber-optic Internet service to densely populated for consumer electronics, telecommunications housing blocks, which account for 25 million and life sciences. It works closely with its clients households in the USA. The long, complicated to convert ideas into products and make technological strides. Corning's engineers and experts, and their counterparts at the firm's corporate clients, jointly develop the best solutions on a caseby-case basis.

A collaboration between Corning and Sharp has that prevents light from escaping. enabled manufacturing of larger, more environmentally-sound LCD screens that meet the demands of today's consumers. The same technology that has made the larger sizes possible also obviates use of toxic arsenic compounds, previously used to eliminate bubbles on screens.

Corning has also teamed up with Volkswagen to which sometimes generate confusing results. produce filters to make Volkswagen's diesel cars run cleaner. Instead of simply following the competition by using silicon carbide, they developed an innovative material called aluminum titanate. Thanks to this alliance, Volkswagen has maintained its position as world leader in the diesel automobile market.

vider Verizon has worked with Corning to deliver paths used with traditional copper cables in these areas are not amenable to fiber-optics, as they lead to gradual signal loss. Thus, the two firms have designed a more-flexible, robust and compact fiber-optic cable whose core is surrounded by an innovative nano-structure ring

Johns Hopkins University has aligned itself with Corning in the area of drug discovery. The fruits of this collaboration include a high-performance technology for detecting both biochemical and cellular interactions without the need for traditional labels (fluorescent or radioactive compounds),



# SKIN-CARE AND AUTOMOBILES: AN UNHEARD-OF COLLABORATION

The skin-care company Biotherm (part of the Luxury Products Division of the L'Oreal Group) and the automobile manufacturer Renault have devised a new concept in cars: the Spa Car, designed to simultaneously care for the health of its occupants and to protect the environment. Experts from each company contributed their know-how to develop features that are novel for a vehicle's interior. Biotherm contributed its knowledge on cellular mechanisms in the skin and on the befits of aromatherapy, from work dating back to 1952. Renault provided its expertise in designing and testing equipment for vehicle comfort, fruit of its more than 110 years of experience.

The ZOE Spa Car, slated for launch in autumn 2012, is a 100%-electric car. It features advanced air filtration and purification systems to protect passengers' health and improve their sense of well-being while inside the vehicle:

- Unlike traditional air-conditioning systems, which are optimized for temperature control but often have a dehydrating effect, especially during long trips, the system used in the ZOE exploits a totally new design to provide intelligent climate control that avoids loss of humidity inside the cabin so that passengers' skin stays hydrated.
- Passengers will travel in a clean environment, thanks to a toxicity sensor and various particle filters installed in the cabin that open and close the air vents as needed.
- An electric scent dispenser, to provide aromatherapy using essential oils in function of the driver's needs: stimulation for the morning, relaxation when returning from work, alertness for night-driving.

The ZOE is also equipped with an ambient music system developed in conjunction with Creative Diffusion (associated with Qwartz, International Electronic and New Music Awards), to provide relaxing or stimulating music as needed. The vehicle also includes a light-therapy system developed in collaboration with Philips, whereby a screen emits light to improve passengers' sense of wellbeing.



# **BIOMASS PLANT IN GÜSSING, AUSTRIA: CO-GENERATING ENERGY**

The biomass plant project in Güssing, an admin-Using the biomass from local forests, the plant istrative district in the federal state of Bergenland. Austria, was first conceived in this burgeoning ing, electricity, hydrogen, natural gas and fuel. area in 1993 and was completed in 2004.

It is based on a cross-over collaboration that exploits the large quantity of biomass generated from local forests and which involves local players from all sectors: agriculture, transport, advanced logistics, etc.

The plant was designed to provide 100% of the energy to local homes and to many public and "Güssing model" is now being replicated in other industrial buildings in the region.

In fact, all of the energy consumed within the district of Güssing derives from locally-generated biomass. This decentralized energy model has liberated the region's residents and business from the fluctuating prices of gas and petroleum, while enabling a massive reduction in CO<sub>2</sub> emissions.

obtains the energy required for providing heat-Furthermore, this model of collaboration has become a source of sustainable employment which has attracted talent, and it has become a center of reference for studying the generation of energy from biomass.

The contribution of local authorities, in terms of funding and of facilitating bureaucratic processes, was key to the success of the project. The regions in Europe.



# **DEFINING & COMMON** SUSTAINABILITY INDEX FOR THE APPAREL SECTOR

The Sustainable Apparel Coalition is a group of A pilot version of the Sustainable Apparel Index companies, organizations and individuals representing the American apparel sector. Encom- For the time being, it has been designed for interpassing more than thirty brands of shoes and nal use by member companies, for whom it will clothing, it brings together retailers, manufactures, NGOs, academic experts, and the Envi- vironmental impact, improved risk management, ronmental Protection Agency of the USA with one aim: to reduce the social and environmental impact of these products around the world.

The Coalition has developed a common measure Patagonia and Walmart to create an environmenof impact, the Sustainable Apparel Index, which is based on two previous indices: the Outdoor Industry Association's (OIA) Eco Index and Nike's 2010. There are currently more than thirty mem-Environmental Design Tool. The OIA index comprises directives and recommendations for companies; materials indicators that span a product's Nike, Patagonia, Timberland and Walmart, full lifetime: and metrics on resources consumption, waste generation, and emissions. Nike's Members that operate for profit pay an annual initiative, developed over 7 years and implying an investment of \$6 million, is available in a public version and in an in-house version which the order to support constant upgrading of the Cocompany uses to improve decision-making for clothing design. For the Sustainable Apparel Index, the OIA provides a measurement framework ing fee for access to its services. for outdoor equipment, whereas Nike's tool offers metrics and measurements for broad range of clothing materials.

(V1 Apparel Index) is being tested and adjusted. provide savings as well as reduced social and ena better reputation, and the chance to adapt their business ahead of future regulations.

The Coalition was born of a collaboration between tal impact index based on the OIA's work. The first twelve members began meeting informally in bers, including Adidas, C&A, Gap, H&M, Levi Strauss & Co., Marks & Spencer, New Balance,

guota. Starting in 2012, the Coalition will open its doors to new members without an invitation. In alition's indices and other work, corporate members will probably end up paying a tiered licens-



# **A COOPERATIVE CIRCUIT FOR RECYCLING AND REUSE OF INDUSTRIAL WASTE**

vate alliance for converting waste materials from its member companies into the raw production materials for others. This enables increased pro- In terms of energy cooperation, the Statoil refinduction capacity without concomitant increases in water or energy consumption, while providing outgoing heat generated by electricity produclower production costs, less waste management, tion. This enables a reduction of 240.000 tons of and reduced environmental impact. The materi- CO<sub>2</sub> emissions per year. To decrease the strain als involved include steam, dust, various gases, mud, or any other material that can be physically transported between companies. Heat can also be reused.

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The initiative, begun in 1961, was born of conversations between businesspeople and government authorities. Together, they forged a collaboration at the Asnæs plant-some 150,000 tons per based on good communication and positive relationships. Kalundborg Symbiosis has gradu- sum board for the construction industry. Likeally expanded to comprise nine members: the bioethanol producer Inbicon; Novo Nordisk, the from insulin production at Novo Nordisk, is used world's largest producer of insulin; Novozymes, the world's largest producer of enzymes; Gyproc, organic waste generated by Novo Nordisk and which produces gypsum board; DONG Energy, which owns the Asnæs plant, the largest power plant in Denmark; RGS 90, which manages waste and contaminated soil; Statoil, which owns Denmark's largest oil refinery; Kara/Novoren, a wastetreatment company; Kalundborg Forsyning, which handles water, heating and wastewater removal

Kalundborg Symbiosis of Denmark is a public-pri-services for the city of Kalundborg; and Kalundborg Municipality (city hall).

> ery, Novo Nordisk and Novoenzymes purchase on local water supply systems and to reduce costs, Kalundborg companies recycle and reuse nearly one-third of the 10 million m<sup>3</sup> of water that they use annually.

> As an example of byproduct reuse, the gypsum waste produced during desulfuration of flue gas year-is used by Gyproc to manufacture gypwise, 150,000 tons of yeast, a waste product each year in feed for 800,000 pigs. Moreover, the Novozymes is used in agricultural fertilizer. Also. some 30,000 tons of straw is converted into 5.4 million liters of ethanol.



## **GENIVI: AN AUTOMOTIVE ENERTAINMENT CONSORTIUM**

The GENIVI alliance is seeking a new era in coop- Most of GENIVI's work is directed by its technieration among automobile manufacturers, component providers, and technology developers to streamline In-Vehicle Infotainment (IVI) products on: compiling requirements and developing and services. Today's vehicles are equipped with information and entertainment systems that encompass music, news, Internet, multimedia, navigation, tracking, and telecommunications.

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As more and more applications are released, the cost and complexity of producing these systems increases. GENIVI is leading a program to communications, and divulgates information on develop, test and implement these technologies the Alliance and its results. in diverse car ranges and models. It is promotbenefits include faster product-to-market times. savings in development costs, transparency in roën. Delphi, Magneti-Marelli and Visteon. The solutions, more personalization options, and compatibility between different IVI systems from at different levels of participation that offer disdistinct vehicles and models.

GENIVI has established a compliance program based on economic contribution: that provides its members with a series of specifications to measure their products and services. The program delivers the level of standardization required for applications from different developers to run on all GENIVI distributions. Various products have already been deemed compliant, including MeeGo, which is Linux-based, and Ubuntu IVI Remix, which is Ubuntu-based.

cal and marketing teams and their respective groups. The Technical Board of Directors works specifications; intellectual property law; testing and launching of reference implementations; and adoption and compliance of programs. The technical groups comprise the System Architecture Team (SAT): Multimedia: Automotive: Mobile Office & Internet: and Reference Systems. The marketing team handles all internal and external

ing a reusable, open-source IVI platform whose The founding members of GENIVI are the BMW Group, Wind River, Intel, GM, PSA Peugeot Citalliance currently has more than 100 members tinct benefits in terms of auditing, participatory and leadership rights. The levels are determined

> Founding member: \$300,000 first year fee / \$100,000 annual renewal fee

Charter member: \$150,000 first year fee / \$100.000 annual renewal fee

Core member: \$25,000 annual fee Associate member: \$5,000 annual fee



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# **AMERICAN EXPRESS® AND FOURSQUARE: DISCOUNTS** IN REAL TIME

shoppers via Foursquare, the social network that consolidated after a successful pilot program allows its users to access special offers and priz- conducted in March 2011 in Austin, Texas, More es when they use their mobile phones to check in than 60 stores participated in the "Spend \$5, at their favorite businesses. The service exploits Save \$5" campaign, offering Foursquare mem-GPS tracking on smartphones. Once American bers a \$5 discount on the purchase of any of Express<sup>®</sup> cardholders sign up to the Foursquare their products if they checked in at the store and network, they can enjoy the special offers from paid with an American Express<sup>®</sup> card. participating merchants.

This partnership will enable American Express® to reach a younger public-a massive user of merchants, while allowing Foursquare to enter and to increase its user traffic. And shops, hotels and restaurants should see their sales increase. thanks to the more than seven million potential customers in the social network. This alliance will establish a new relationship between online consumer behavior and offline consumer habits, encouraging consumer evangelists to recommend by sharing profits made by American Express<sup>®</sup>. products and services to their friends.

American Express<sup>®</sup> is now offering discounts to The alliance between the two companies as

The program has been funded entirely by American Express<sup>®</sup>. For the company, it was the first phase of a process in which merchants will ulsocial networks-and expand its network of timately establish the special offers. Like other companies in the payments industry, American into the business of shopping by mobile phone Express<sup>®</sup> is currently endeavoring to attract techsavvv customers that in the future, will make their purchases via mobile phone. Foursquare is participating in the initiative for free to gain visibility. Initially, it will not make any money with this campaign, but it hopes to eventually see some revenue by charging merchants for the discounts or



# **UCB: WHERE PATIENTS BECOME STRATEGIC ALLIES FOR INNOVATION**

Pharmaceutical company UCB, headquartered UCB has even created an online R&D collaborain Brussels, has over 8,500 employees operat- tion platform, based on the structure of Wikipeing in over 40 countries. Collaboration is in its dia, in which patients track every development DNA, both for projects involving several strategic for which they can provide relevant input. Many partners as well as when interacting with endcustomers.

UCB's innovation motto is "We aspire to be the stigmatization. As such, these individuals have leading customer-focused pharmaceutical company." Thus, the company has launched several initiatives to communicate directly with groups of patients with specific diseases. These groups an opportunity to communicate and report on not only receive marketing messages, but also information about the disease and its treatment. In turn, the patients collaborate with UCB, helping the company design new strategies for treating diverse maladies, and consequently, helping the company to innovate in its products.

Patients participate just like the company's strategists and R&D managers, in multi-disciplinary working groups aimed at developing new products.

chronic diseases such as Crohn's disease, epilepsy and Parkinson's disease are considered "silent diseases", as patients often faces social traditionally been reluctant to share their experience and needs. Thus, UCB envisioned that the new online tools would offer these patients their progress in privacy, while guaranteeing that it would obtain the knowledge that it sought. The Belgian company now invests a significant portion of its budget to these "conversations" with the individuals that are ultimately the endusers of their products (despite the fact that the company's actual commercial dealings are with healthcare systems and pharmacies).

To raise awareness of the platform, UCB has sponsored events to support these patients, as well as online communities for patients suffering from specific diseases, such as PatientsLikeMe. com or CrohnsandMe.com.



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# MICROSOFT + TOYOTA = INTELLIGENT ENERGY CONSUMPTION

In April 2011 Microsoft Corporation and Toyota Motor Corp. launched a strategic alliance to jointly fabricate a software platform dedicated to managing the information systems for electric vehicles. The Toyota Smart Center is currently running a pilot program to connect people, cars and homes with the aim of integrating energy consumption management and working towards a more sustainable society. Microsoft has estab-

The initiative is invaluable for the new generation of telematics services, which include energy management, GPS systems and multimedia technologies. its communications systems platforms in the automobile sector, and is hoping to expand the in-car infotainment concept, through multimedia devices, maps, social networking, and voice-ac-

The first fruits of this collaboration will be seen in Toyota vehicles in 2012. However, the companies' objective is to create, by 2015, a complete platform in the cloud that can provide telematics systems to every Toyota customer in the world. tions. However, the Toyota Microsoft partnership is taking things one step further, with plans to connect energy management systems of different vehicles. The companies have envisioned that electric and hybrid Toyota vehicles will con-

As part of the collaboration, the two companies charging with maximum efficiency. will each invest \$12 million in Toyota Media Service Co., a subsidiary that will develop digital information services for Toyota customers.

The Toyota Smart Center is currently running a pilot program to connect people, cars and homes with the aim of integrating energy consumption management and working towards a more sustainable society. Microsoft has established other strategic collaborations to advance its communications systems platforms in the automobile sector, and is hoping to expand the in-car infotainment concept, through multimedia devices, maps, social networking, and voice-activated modules to manage all of these applications. However, the Toyota Microsoft partnership is taking things one step further, with plans to connect energy management systems of different vehicles. The companies have envisioned that electric and hybrid Toyota vehicles will connect to the intelligent network to handle their own charging with maximum efficiency.



# **COLLABORATING TO CREATE** INTELLIGENT SPORTSWEAR **AND ACCESSORIES**

has entered into the mobile phone sector. In con-range, Sports Line, encompasses four models of junction with Sagem Wireless, it has developed a telephone designed for individuals that play feature a Kevlar cable, and are built to survive sports on a regular basis.

The PUMA Phone is a smartphone that supports Other companies, like Innovalley, which was video chat, is solar-powered and boasts GPS tracking, Bluetooth photo-sharing, and a music in Silicon Valley, have also initiated collaborations player that includes a radio and direct access to PUMA World. The phone features a sports technology to the apparel and accessories sector, tracker to track the user's performance while jogging, cycling or sailing, with utilities including a tionality. For example, Innovalley has developed a compass, a chronometer, a distance-meter and a speedometer.

equipment maker Sennheiser, which specializes incorporate a system of vibratory devices connectin microphones, headphones and accessories. With their combined know-how, the two com- indicate the route to follow and deliver any other panies have developed high-quality headphones information obtainable from the Internet.

German clothes and shoe manufacturer PUMA conceived for sports use. The resulting product headphones that are water- and sweat-resistant, extreme conditions.

founded in Barcelona and is now headquartered with technology centers to exploit mobile phone with the aim of conferring garments with new funclaptop case with flexible solar cells that mobile devices within it to be charged while the wearer is outside. The firm has also fabricated a prototype Adidas has begun a collaboration with the audio of GPS-tracked sneakers called GPShoes, which ed to the wearer's mobile phone, so that they can







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**Co-society** makes its headquarters in the and professionals into contact with each heart of Barcelona available to all its members. A site where "improbable meetings" can be made on neutral territory. A space place of free exchange and transparency bewhere the brightest teams from the best tween minds from distinct sectors that have companies in the country can share experi- been brought together on the same stage. ences, knowledge, challenges and possible solutions. At co-society, we put companies This is your co-house.

other in specific sessions so that they can collaborate to create new projects. This is a

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# **co-**Society made in **Barcelona**

**Co-Society**: where the smartest teams from the best companies in the country combine their experience and knowledge to get re-energized.

Organizations of any size can join Co-Society, as long as they demonstrate a profile of innovative leadership within their sector. In fact, each sector is represented by a single, leading company. So in our hybrid events, which we hold several times a year, the organization can speak freely and transparently about problems and projects related to other members.

We aim to help companies share visionary ideas, by overcoming the endogamy typical of each sector: encouraging professionals from diverse fields to learn from one another to spark ideas that can only be conceived by bridging distinct sectors.

We energize you  $\cdot$  We update you  $\cdot$  We connect you

### The future is **co-**

info@co-society.com