

co-society® presents:



# business

50 examples  
of business  
collaboration

Teresa Turiera & Susanna Cros

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# Introduction

When in Infonomia we started the project co-society in 2009, we were sure that the increasing complexity of the world that we live in was calling for new solutions, and most of all, was asking new questions in order to move forward to other economic and social organization models.

In a period of time defined by the acceleration of change, enabled by a growing technology and a considerable continuity in industries and markets, we have already observed how the most innovative businesses and organizations are starting to develop a new collaboration system that goes beyond the open innovation.

It is about the combination of the skills of businesses belonging to very different industries with the final goal of producing new products, services and processes, and with them, a new sustainable economic energy.

We never had before such a unique asset: millions of people ready to get the most of the technologic repertory of the world through their personal and collective intelligence. During the last four years co-society has searched and shared actively the best global examples and also from our country. Companies belonging to apparently distant industries are asking themselves new questions and getting to develop new products and services as the result of the collaboration with someone they never thought about before. The idea of the project is clear: to prove that, besides the usefulness of the chance meetings between companies, it is possible that new common projects arise from the systematic collaboration between organizations. Moreover, we have taken the model to other countries, which are already starting their own co-societies.

This book compiles the best 50 examples of CO- businesses. Many of them emerged by chance; others are the product of the systematic exchange between companies. An adventure that is not free from difficulties, but that has taken the most adventurous and persistent individuals to multiply their know how and to innovate radically either in their business model, in the way of dealing with their customers or in the final product or service. Even the *startups* had to collaborate with each other, and also with well-established companies, because the collaboration between two good ideas multiplies the result, and because of the possibility of sharing resources and expertise enhances the product. Because the combination of technologies, applications or services increase a solution's value.

The capacity to collaborate will be a decisive factor in the future perspectives of the companies. It is not an easy way, because in most cases it hasn't been drawn yet. For this reason we want to focus on those 50 adventurers who have already taken the first steps to a future CO-.

**Alfons Cornella**

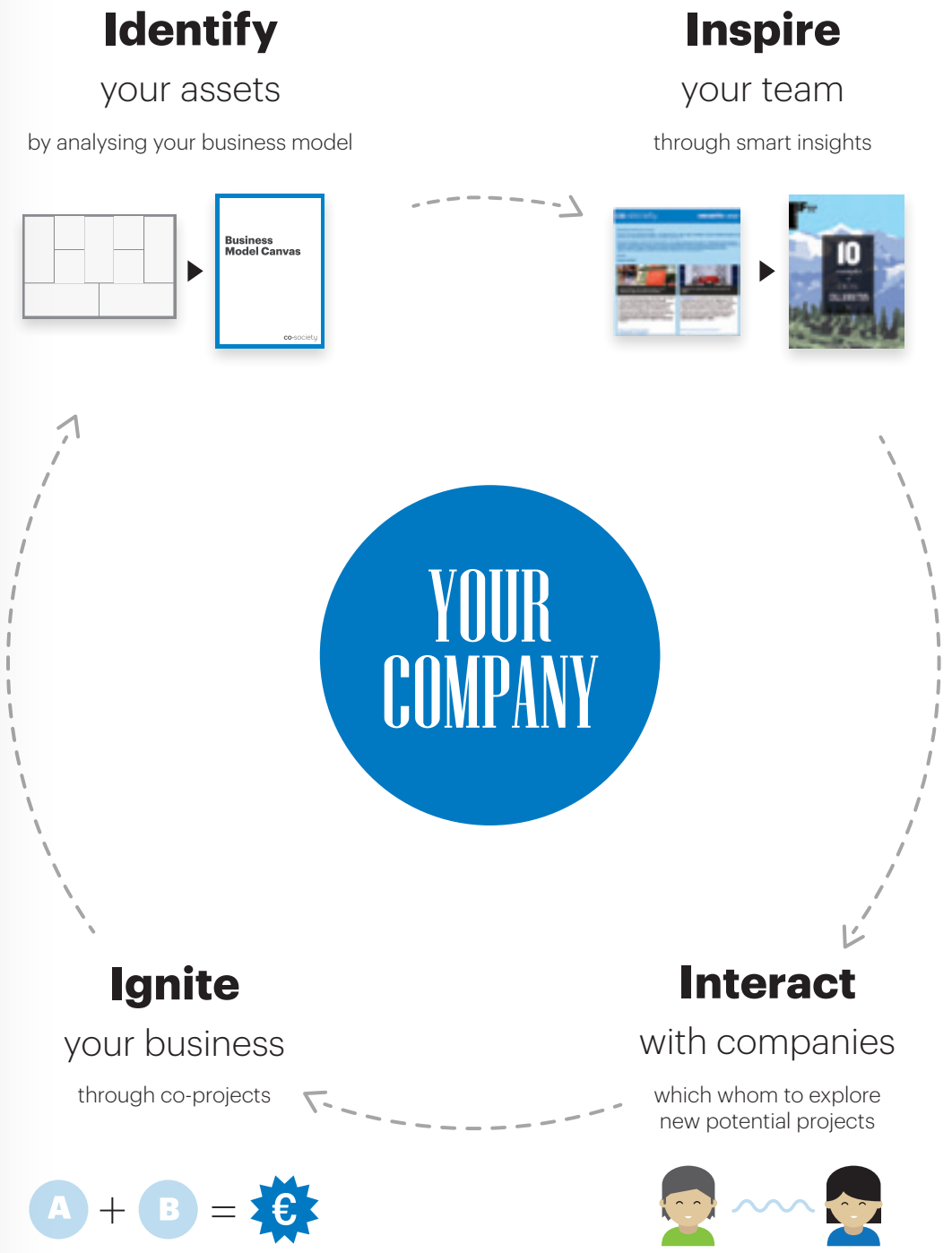
Founder of Infonomia and co-society

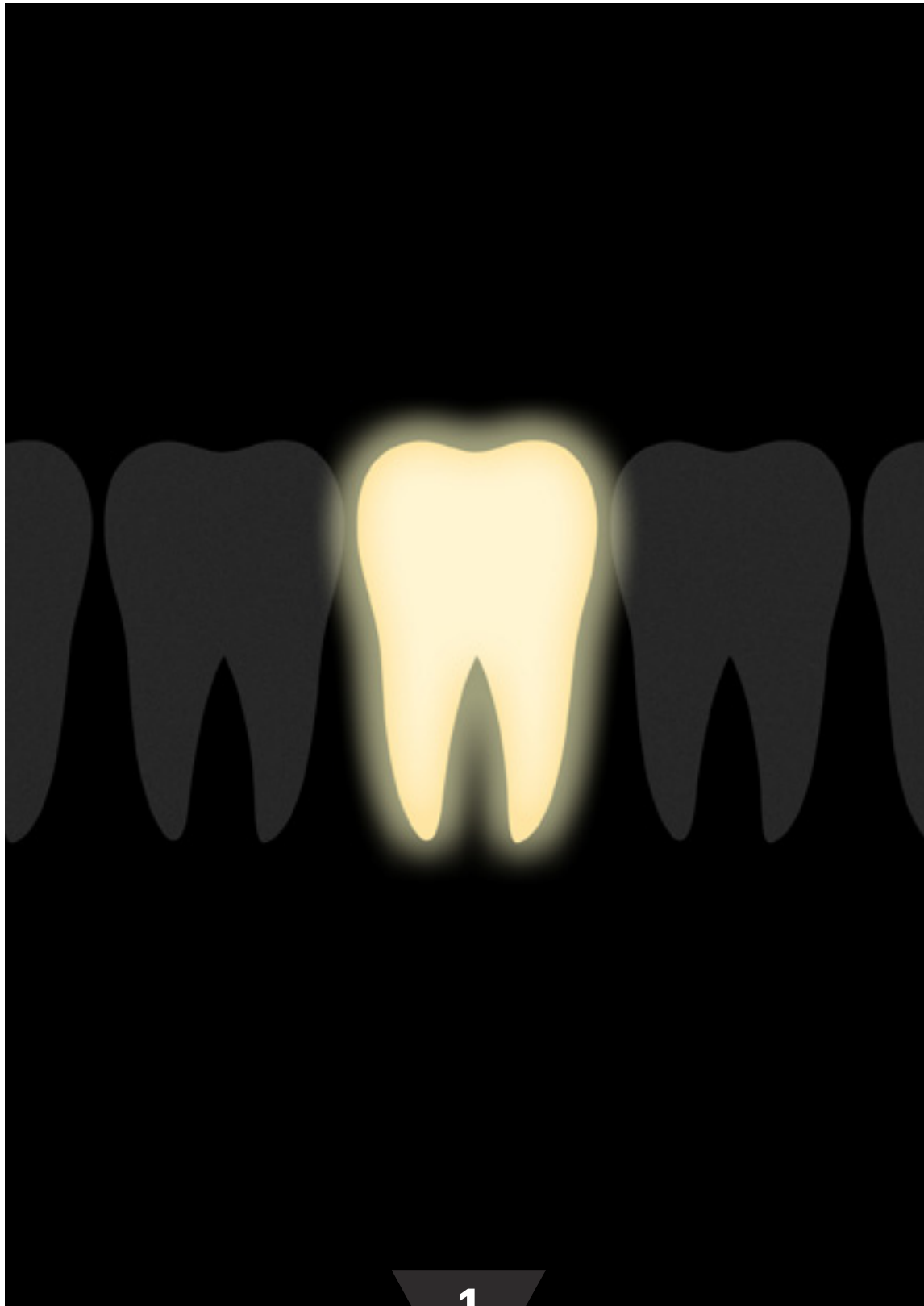
Co-society brings together the smartest teams of the best companies, to combine their efforts in order to create new projects and sustainable wealth.

This is achieved through collaboration, co-creation, coordination, and the combination of capabilities to generate hybrid projects-going well beyond open innovation.

The future is in multiplying the capacities of individual companies to allow for new products and services to emerge, and with them, a new economic power.

**The future is co.**





1

Avinent:

## From the collaboration to the boomerang effect

Vilardell Purfi is a company that manufactures screws for industries like the automotive, home appliances and aerospace. Based in Sant Pedor (Barcelona), its environment is the same of the traditional catalonian company. Its strength is the capacity to produce high-quality pieces of small dimensions and high precision. Their drive to innovate took this company to explore other industries with a high potential to grow.

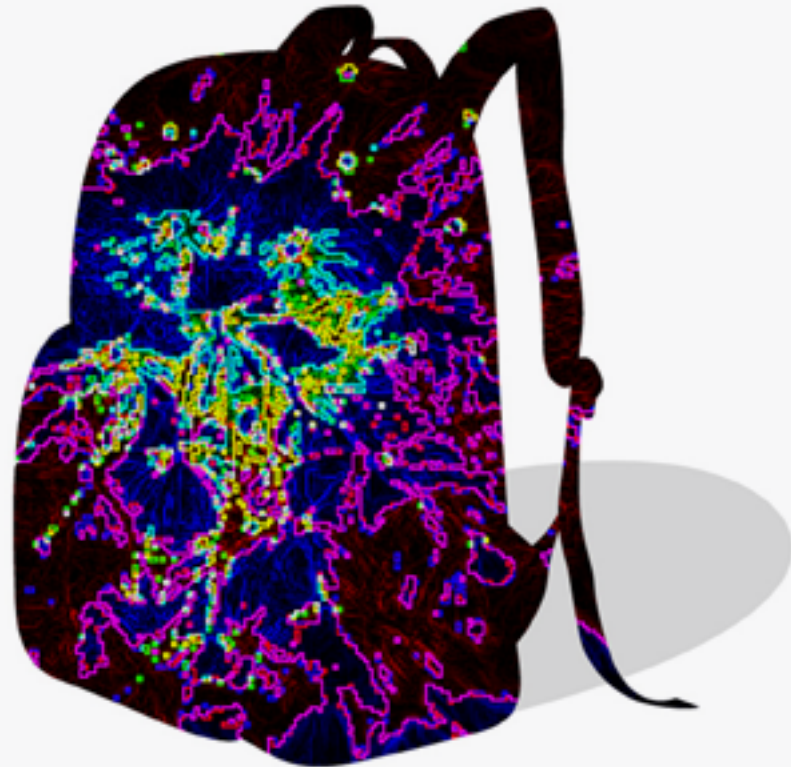
In 2003-2004, when the company obtained its best results, decided to invest the profits in developing their own product, producing dental implant with the same high-precision technology used to produce screws. Their implants are customized and have biomimetic properties, which improves the quality of life, something very valued by professionals and patients. They sold their first product in 2006 and from 2006 to 2011 the results have been exponential, either in high-qualified employ-

ment creation and in sales to more than 2500 clients all over the world. Meanwhile, Avinent has started strategic collaborations with research centers and specialized companies, as with the technologic partnership with the international milling group CORE3D, that covers all the steps in the production of customized implants in the digital era: digitally scan, design and cut with new technologies and new materials. It is an huge platform of solutions, open to any kind of digital technology to obtain customized structures.

Besides offering a new solution with high added-value to its traditional industry, Avinent has caused a boomerang effect, bringing feedback between the new and the traditional businesses, so the usual clients of the automotive sector have realized that they can order more sophisticated and precise parts, once they have seen the white and sterilized rooms where the delicate dental implants are produced.

### More information

[www.avinent.com](http://www.avinent.com)



2

## Hospital Sant Joan de Déu + Miquel Rius

# Innovating from apparently distant areas

What does an stationery manufacture business and a children's health specialized hospital have in common? Or maybe the question should be: how can these two organizations combine their knowledge to develop new products and services?

That is what the innovation managers of the Hospital Sant Joan de Déu asked themselves, after observing a specific need that the market still couldn't offer, even though it was a known problem: schoolchildren carry more and more weight in their backpacks (now, to their books, they have added laptops), and the specialists in the spine could help to develop an ergonomic and safe backpack. Any manufacturer of school backpacks had ever asked them, nor have they never had the idea of getting involved in the industrial process.

The collaboration between the Sant Joan de Déu Hospital and Miquel Rius, stationery manufacturer, lead them to co-design a backpack with compartments that balance the weight, avoid the movement of the content in the backpack, and fastens to the child's chest with ergonomic and safety straps.

This hospital of Barcelona is already working in other collaboration projects with businesses from different industries in order to innovate improving their patients quality of life and health. One of the projects in development is a skateboard with an integrated dropper; this way the children in the hospital can get their medicines intravenously and move freely around the building at the same time.

### More information

► <http://tiny.infonomia.com/mochila-ergonomica>

## Coca-Cola + Heinz

# Collaborating to develop more sustainable containers

In 2009, The Coca-Cola Company created the PlantBottle™, a plastic (PET) bottle partially manufactured (30%) with plant-derived materials (like sugar cane and molasses) and byproducts of sugar production in Brazil. These plants were chosen based on environmental criteria to ensure that 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 materials and plant residues. In fact, they have already developed a prototype, and are now collaborating with Heinz to use their bottling factory. The Coca-Cola Company has planned to invest \$150 million in PlantBottle™, to develop the next 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.

At the time of publication, Heinz had already used 120 million PlantBottles™ in the USA in 2011. The material in these new containers shares many properties with that of the original plastic (PET): it is amenable to carbonation of the liquid contained; recyclable; weighs the same; has the same life-time; shares the same appearance and chemical composition; and is suitable for water, juice and carbonated beverages. Use of PlantBottle™ can reduce carbon-footprints by 12% to 19%.

The bottle is 100% recyclable: the resulting byproducts can be re-used to manufacture more bottles, or to make other products, such as furniture or clothing. For example, The Coca-Cola Company and furniture maker Emeco have established a smart collaboration to manufacture the Emeco 111 Navy Chair, a chair made of 111 recycled bottles. Emeco has estimated that it will process more than three million PET bottles.

## More information

<http://tiny.infonomia.com/coca-cola-plantbottle>

<http://tiny.infonomia.com/heinz-plantbottle>

<http://tiny.infonomia.com/heinz-sustainability>

<http://tiny.infonomia.com/coca-cola-emeco-chairs>



## Comité Colbert:

# Collaboration in the luxury goods sector

Founded in 1954, the Comité Colbert is an association that brings together 75 of the most important French companies from the luxury goods sector. It has become a lobby which protects the legal, financial and creative rights of its members in areas such as intellectual property and market expansion.

Comité Colbert members also share good practices, exchange prospective information on the luxury good sector and its trends, and work together to innovate. The 75 firms are organized into working commissions that meet throughout the year to decide on common actions. For example, each year they bring together students from top art and design schools to share with them their vision of luxury from a multidisciplinary, global perspective. In another annual event, The Comité Colbert chooses a specific subject in which to explore future scenarios, which members discuss with invited experts from the field. It also invites a diverse range of high-profile individu-

als (famous athletes, movie stars, executives, etc.) to provide their perspectives on the luxury sector. The members also share human resources management techniques and sustainability initiatives, and develop joint actions to penetrate new markets.

The Comité Colbert is currently endeavoring to establish a common plan of action to represent all of Europe. It has recently incorporated companies from Germany (Leica, photography; and MontBlanc, watches and pens), the Czech Republic (Moser, glass-making) and Hungary (Herend, porcelain), and is now working with three other European luxury-goods associations: Fondazione Altagamma (Italy), Walpole (UK), and the Círculo del Lujo Fortuny (Spain), which was created in 2011.

In France, the total business volume of the Comité Colbert members has quintupled since the organization has begun its collaborative efforts.

### More information

[www.comitecolbert.com](http://www.comitecolbert.com)

Corning:

# Collaborating with clients to turn ideas into products

Corning Incorporated, the world's leader in special glass and ceramics, develops and manufactures components of high-technology systems for consumer electronics, telecommunications and life sciences. It works closely with its clients 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 case-by-case basis.

A collaboration between Corning and Sharp has 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 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.

The telecommunications and entertainment provider Verizon has worked with Corning to deliver fiber-optic Internet service to densely populated housing blocks, which account for 25 million households in the USA. The long, complicated 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 that prevents light from escaping.

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), which sometimes generate confusing results.

## More information

- ▶ <http://tiny.infonomia.com/corning-collaboration>
- <http://tiny.infonomia.com/corning-possibilities>



Biotherm + Renault:

## 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 benefits 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.

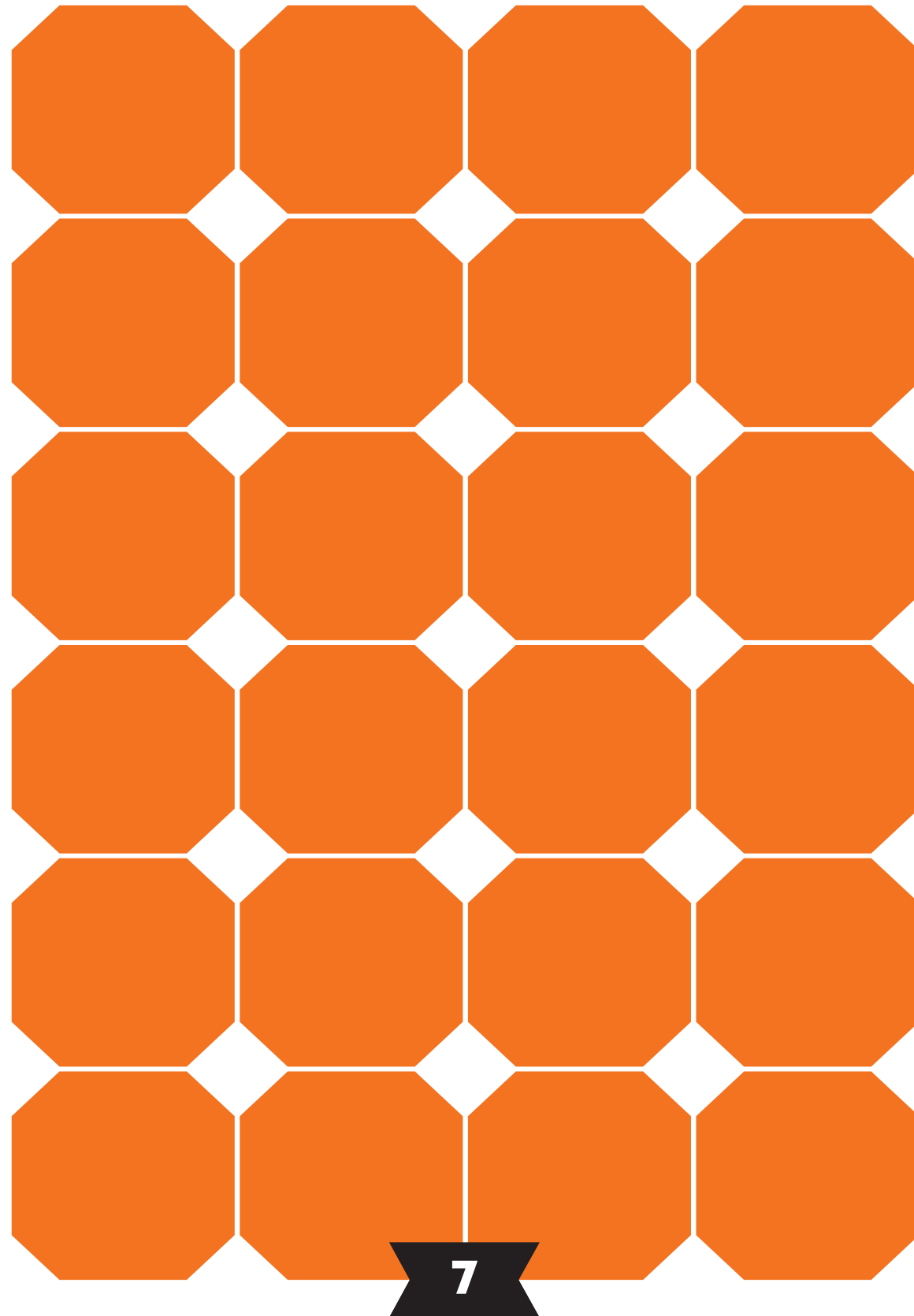
- Passengers will travel in a clean environment, thanks to a toxicity sensor and various particle filters installed in the cabin that open and close the air vents as needed.

- 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 Quartz, 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.

### More information

- <http://tiny.infonomia.com/renault-zoe>
- <http://tiny.infonomia.com/especificaciones>



## Biomass plant in Güssing, Austria: Co-generating energy

The biomass plant project in Güssing, an administrative district in the federal state of Burgenland, Austria, was first conceived in this burgeoning 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 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.

Using the biomass from local forests, the plant obtains the energy required for providing heating, electricity, hydrogen, natural gas and fuel. 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 "Güssing model" is now being replicated in other regions in Europe.

### More information

[www.eee-info.net](http://www.eee-info.net)

► <http://tiny.infonomia.com/gussing-model>



## Sustainable Apparel Coalition: Defining a common sustainability index for the apparel sector

The Sustainable Apparel Coalition is a group of companies, organizations and individuals representing the American apparel sector. Encompassing more than thirty brands of shoes and clothing, it brings together retailers, manufactures, NGOs, academic experts, and the Environmental 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 of impact, the Sustainable Apparel Index, which is based on two previous indices: the Outdoor Industry Association's (OIA) Eco Index and Nike's Environmental Design Tool. The OIA index comprises directives and recommendations for companies; materials indicators that span a product's full lifetime; and metrics on resources consumption, waste generation, and emissions. Nike's 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 company uses to improve decision-making for clothing design. For the Sustainable Apparel Index, the OIA provides a measurement framework for outdoor equipment, whereas Nike's tool offers metrics and measurements for broad range of clothing materials.

A pilot version of the Sustainable Apparel Index (V1 Apparel Index) is being tested and adjusted. For the time being, it has been designed for internal use by member companies, for whom it will provide savings as well as reduced social and environmental impact, improved risk management, a better reputation, and the chance to adapt their business ahead of future regulations.

The Coalition was born of a collaboration between Patagonia and Walmart to create an environmental impact index based on the OIA's work. The first twelve members began meeting informally in 2010. There are currently more than thirty members, including Adidas, C&A, Gap, H&M, Levi Strauss & Co., Marks & Spencer, New Balance, Nike, Patagonia, Timberland and Walmart.

Members that operate for profit pay an annual quota. Starting in 2012, the Coalition will open its doors to new members without an invitation. In order to support constant upgrading of the Coalition's indices and other work, corporate members will probably end up paying a tiered licensing fee for access to its services.

### More information

[www.apparelcoalition.org](http://www.apparelcoalition.org)

<http://tiny.infonomia.com/nike-design-tool>

► [www.nikebiz.com/responsibility](http://www.nikebiz.com/responsibility)

<http://tiny.infonomia.com/outdoor-industry>

## Kalundborg Symbiosis:

# A cooperative circuit for recycling and reuse of industrial waste

Kalundborg Symbiosis of Denmark is a public-private alliance for converting waste materials from its member companies into the raw production materials for others. This enables increased production capacity without concomitant increases in water or energy consumption, while providing lower production costs, less waste management, and reduced environmental impact. The materials involved include steam, dust, various gases, mud, or any other material that can be physically transported between companies. Heat can also be reused.

The initiative, begun in 1961, was born of conversations between businesspeople and government authorities. Together, they forged a collaboration based on good communication and positive relationships. Kalundborg Symbiosis has gradually expanded to comprise nine members: the bioethanol producer Inbicon; Novo Nordisk, the world's largest producer of insulin; Novozymes, the world's largest producer of enzymes; Gyproc, 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

waste-treatment company; Kalundborg Forsyning, which handles water, heating and wastewater removal services for the city of Kalundborg; and Kalundborg Municipality (city hall).

In terms of energy cooperation, the Statoil refinery, Novo Nordisk and Novozymes purchase outgoing heat generated by electricity production. This enables a reduction of 240,000 tons of CO<sub>2</sub> emissions per year. To decrease the strain 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 at the Asnæs plant—some 150,000 tons per year—is used by Gyproc to manufacture gypsum board for the construction industry. Likewise, 150,000 tons of yeast, a waste product from insulin production at Novo Nordisk, is used each year in feed for 800,000 pigs. Moreover, the organic waste generated by Novo Nordisk and Novozymes is used in agricultural fertilizer. Also, some 30,000 tons of straw is converted into 5.4 million liters of ethanol.

### More information

[www.symbiosis.dk](http://www.symbiosis.dk)



## Genivi Alliance:

# An automotive entertainment consortium

The GENIVI alliance is seeking a new era in cooperation among automobile manufacturers, component providers, and technology developers to streamline In-Vehicle Infotainment (IVI) products and services. Today's vehicles are equipped with information and entertainment systems that encompass music, news, Internet, multimedia, navigation, tracking, and telecommunications.

As more and more applications are released, the cost and complexity of producing these systems increases. GENIVI is leading a program to develop, test and implement these technologies in diverse car ranges and models. It is promoting a reusable, open-source IVI platform whose benefits include faster product-to-market times, savings in development costs, transparency in solutions, more personalization options, and compatibility between different IVI systems from distinct vehicles and models.

GENIVI has established a compliance program 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.

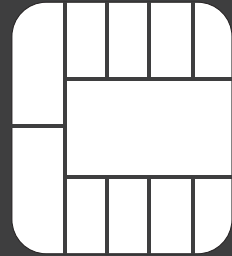
Most of GENIVI's work is directed by its technical and marketing teams and their respective groups. The Technical Board of Directors works on: compiling requirements and developing specifications; intellectual property law; testing and launching of reference implementations; and adoption and compliance 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 communications, and divulges information on the Alliance and its results.

The founding members of GENIVI are the BMW Group, Wind River, Intel, GM, PSA Peugeot Citroën, Delphi, Magneti-Marelli and Visteon. The alliance currently has more than 100 members at different levels of participation that offer distinct benefits in terms of auditing, participatory and leadership rights. The levels are determined based on economic contribution:

- 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

### More information

[www.genivi.org](http://www.genivi.org)



11

## American Express + Foursquare: Discounts in real time

American Express® is now offering discounts to shoppers via Foursquare, the social network that allows its users to access special offers and prizes when they use their mobile phones to check in at their favorite businesses. The service exploits GPS tracking on smartphones. Once American Express® cardholders sign up to the Foursquare network, they can enjoy the special offers from participating merchants.

This partnership will enable American Express® to reach a younger public—a massive user of social networks—and expand its network of merchants, while allowing Foursquare to enter into the business of shopping by mobile phone 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 products and services to their friends.

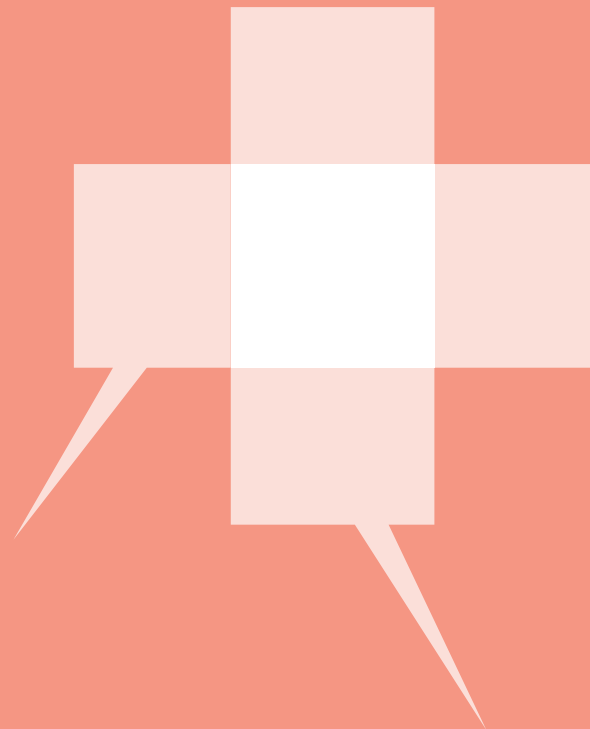
The alliance between the two companies as consolidated after a successful pilot program conducted in March 2011 in Austin, Texas. More than 60 stores participated in the “Spend \$5, Save \$5” campaign, offering Foursquare members a \$5 discount on the purchase of any of their products if they checked in at the store and paid with an American Express® card.

The program has been funded entirely by American Express®. For the company, it was the first phase of a process in which merchants will ultimately establish the special offers. Like other companies in the payments industry, American Express® is currently endeavoring to attract tech-savvy 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 by sharing profits made by American Express®.

### More information

<http://tiny.infonomia.com/amex-foursquare>  
<http://tiny.infonomia.com/mashable-business>





UCB:

## Where patients become strategic allies for innovation

Pharmaceutical company UCB, headquartered in Brussels, has over 8,500 employees operating in over 40 countries. Collaboration is in its DNA, both for projects involving several strategic partners as well as when interacting with end-customers.

UCB's innovation motto is *"We aspire to be the leading customer-focused pharmaceutical company."* Thus, the company has launched several initiatives to communicate directly with groups of patients with specific diseases. These groups 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.

UCB has even created an online R&D collaboration platform, based on the structure of Wikipedia, in which patients track every development for which

they can provide relevant input. Many chronic diseases such as Crohn's disease, epilepsy and Parkinson's disease are considered "silent diseases", as patients often face social stigmatization. As such, these individuals have traditionally been reluctant to share their experience and needs. Thus, UCB envisioned that the new online tools would offer these patients an opportunity to communicate and report on 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 end-users 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.

### More information

[www.ucb.com](http://www.ucb.com)  
[www.patientslikeme.com](http://www.patientslikeme.com)  
[www.crohnsandme.com](http://www.crohnsandme.com)



## 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 initiative is invaluable for the new generation of telematics services, which include energy management, GPS systems and multimedia technologies.

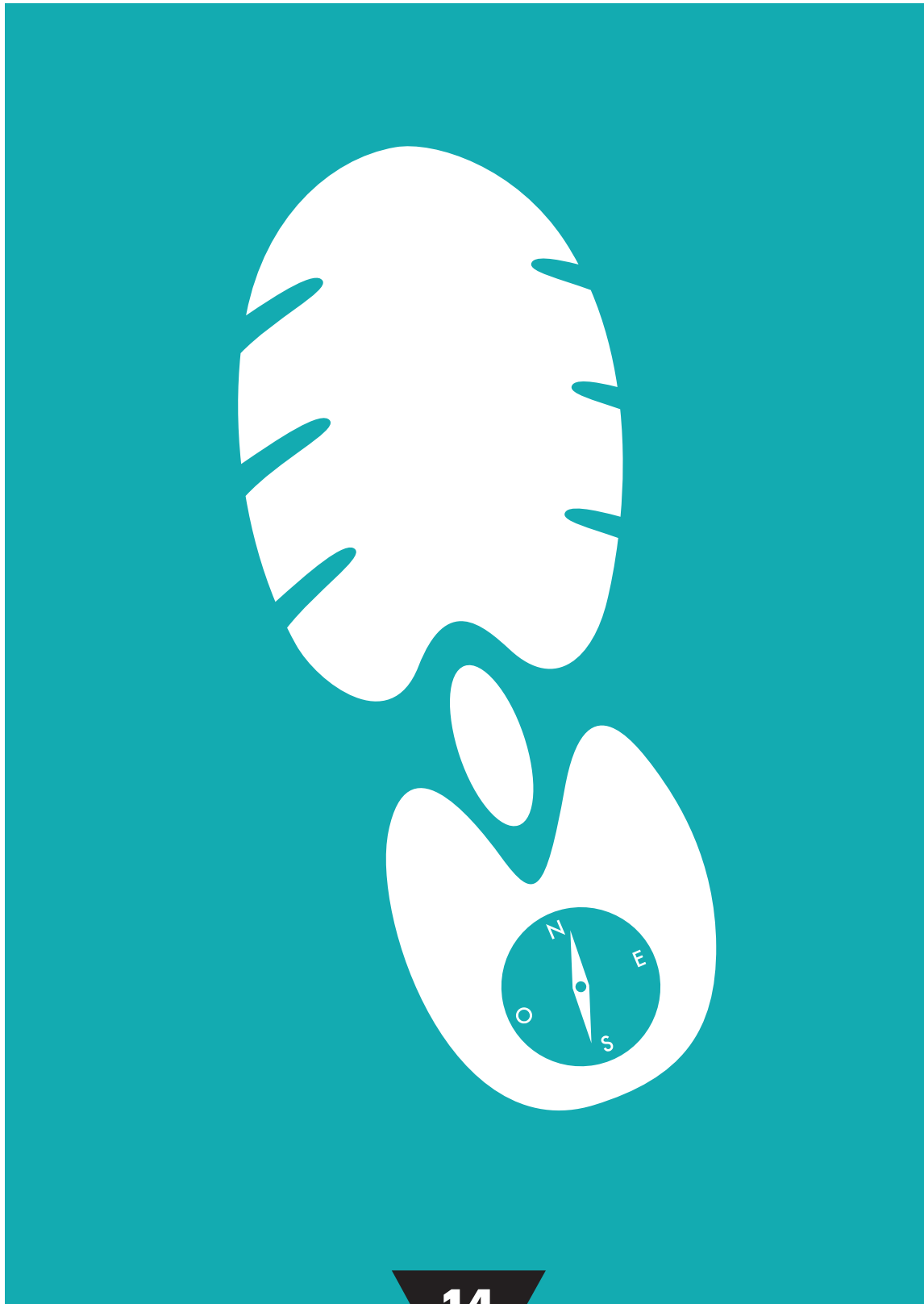
The first fruits of this collaboration will be seen in Toyota vehicles in 2012. However, the companies' objective is to create, by 2015, a complete platform in the cloud that can provide telematics systems to every Toyota customer in the world.

As part of the collaboration, the two companies 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.

### More information

<http://tiny.infonomia.com/microsoft-toyota>



Puma, Adidas, Innovalley:

## Collaborating to create intelligent sportswear and accessories

German clothes and shoe manufacturer PUMA has entered into the mobile phone sector. In conjunction with Sagem Wireless, it has developed a telephone designed for individuals that play sports on a regular basis.

The PUMA Phone is a smartphone that supports video chat, is solar-powered and boasts GPS tracking, Bluetooth photo-sharing, and a music player that includes a radio and direct access to PUMA World. The phone features a sports tracker to track the user's performance while jogging, cycling or sailing, with utilities including a compass, a chronometer, a distance-meter and a speedometer.

Adidas has begun a collaboration with the audio equipment maker Sennheiser, which specializes in microphones, headphones and accessories. With their combined know-how, the two companies have developed high-quality headphones conceived for

sports use. The resulting product range, Sports Line, encompasses four models of headphones that are water- and sweat-resistant, feature a Kevlar cable, and are built to survive extreme conditions.

Other companies, like Innovalley, which was founded in Barcelona and is now headquartered in Silicon Valley, have also initiated collaborations with technology centers to exploit mobile phone technology to the apparel and accessories sector, with the aim of conferring garments with new functionality. For example, Innovalley has developed a laptop 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 of GPS-tracked sneakers called GPSHoes, which incorporate a system of vibratory devices connected to the wearer's mobile phone, so that they can indicate the route to follow and deliver any other information obtainable from the Internet.

### More information

<http://pumaphone.com>

<http://tiny.infonomia.com/sennheiser-adidas>

<http://innovalley.us>



15

## Cirque du Soleil, Reebok, Desigual:

# Added value for clients

In 2008 a chance encounter between executives from Cirque de Soleil and Reebok led to a collaborative project in which the two organizations were able to overcome major liabilities.

Reebok was seeking to consolidate its position in the womens' sports apparel market. The company had obtained information on gym use, which indicated that women were bored in exercise rooms—a problem which it sought to address.

To meet this challenge, Reebok defined exercise circuits for which Cirque du Soleil contributed choreography, inspiration, music and backgrounds. The result was *Jukari*, a new line of exercise accessories inspired by Cirque du Soleil shows. The product has been distributed at gyms around the world, which has provided the Canadian entertainment company with exposure to otherwise inaccessible markets.

In 2011 Cirque du Soleil established an alliance with the Spanish fashion firm Desigual. After Desigual's first contact with the Circus, which it perceived as a

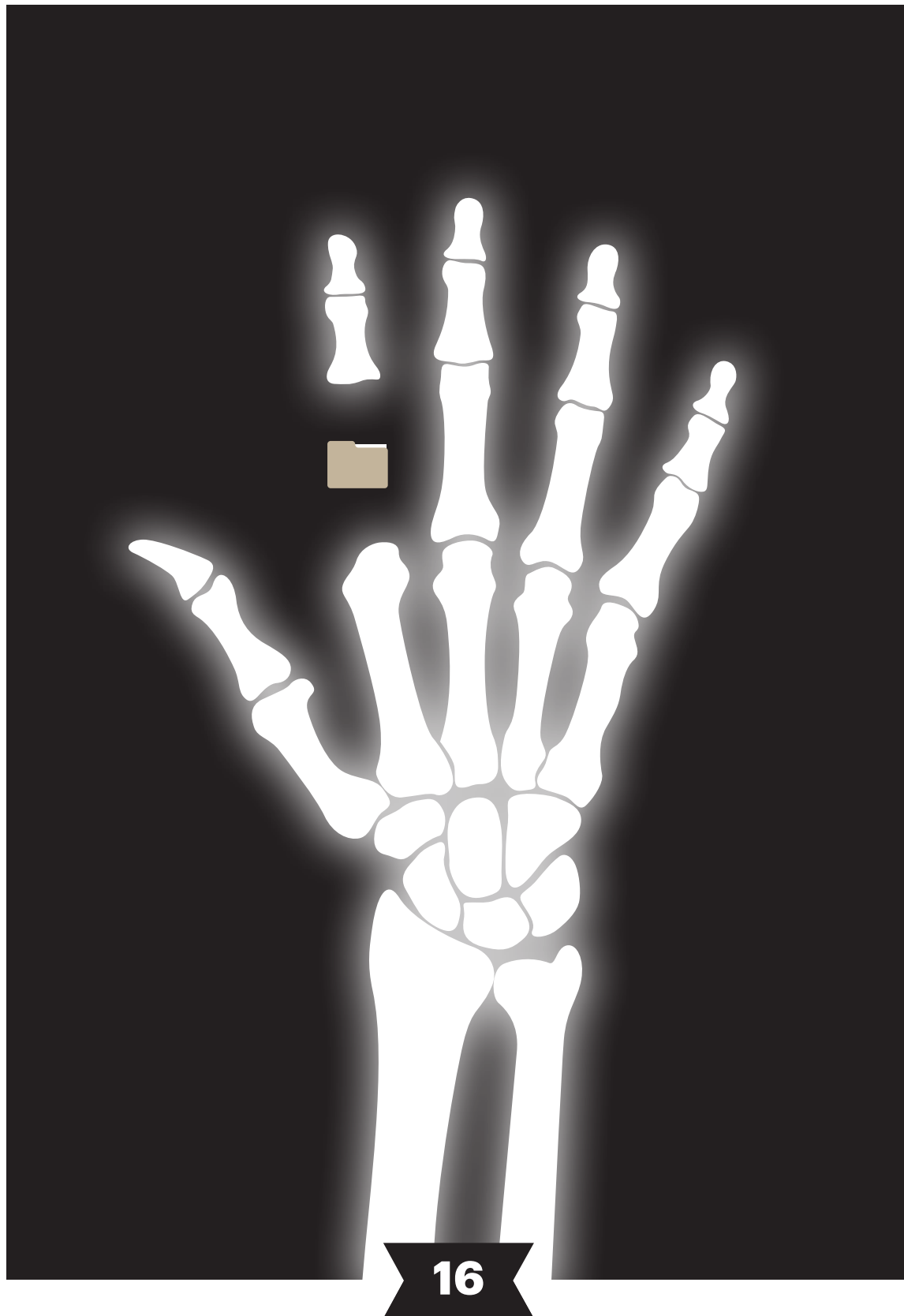
novel visual and creative environment, the firm designed a new collection of garments based on the characters and costumes of *Corteo*, the Canadian company's latest spectacle. The collection is sold in Desigual shops as well as at Cirque du Soleil shows.

Marie-Josée Lamy, Cirque de Soleil's Senior Director of Merchandising & Licensing and an active participant in both collaborations, highlights four critical elements to their success: have a good understanding of the potential partner and their strong points; learn from them and ensure that each party handles the work that they know best; establish a clear objective from the beginning and continually evaluate the results; and ensure that the end client perceives the collaboration as providing added value, rather than as a mere business transaction.

### More information

<http://tiny.infonomia.com/jukari>

<http://tiny.infonomia.com/desigual>



## Philips: Collaborating on multiple fronts

Philips' strategic alliances program is a major part of its business. The company collaborates with more than 30 leading corporations in its various operating sectors, to provide new products and services. Numerous representative examples are described below.

Together with Nivea, as part of their Nivea for Men cosmetics line, Philips has designed a shaver that dispenses conditioner directly onto the skin, to facilitate shaving and make the daily shaving routine easier.

With crystal maker Swarovski, Philips has developed a range of sonic accessories and USB storage devices that merge their state-of-the-art technology with the elegance of the Austrian firm.

Collaborating with Belgian brewer InBev, which owns major brands such as Budweiser, Stella Artois and Beck's, Philips has created a home beer tap system, to offer bar-style beer at home.

Working with coffee company Marcilla, Philips has produced a fast, easy-to-use single capsule coffee maker, which, unlike Nespresso machines, includes a fresh milk dispenser and steamer that provides a frothy milk layer.

Philips and BASF recently presented a solar car roof that illuminates the cabin while processing incom-

ing light to become transparent, translucent or even opaque. It also includes photovoltaic cells that provide power. The luminescent panels—only 1.8 mm wide—were made possible by organic light-emitting diodes (OLEDs) fabricated by Philips and organic materials provided by BASF.

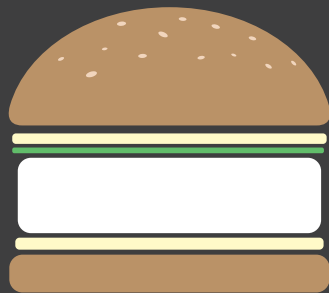
In the health services area, Philips, with its iSite-PACS system, has collaborated with Microsoft, with its Amalga platform, to facilitate the work of radiologists by bringing together all of the hospital records for a given patient. This obviates the need for specialists to consult various sources of information, enabling them to dedicate their time to analysis and diagnosis.

Philips has also worked with the Irish firm Aerogen, to develop the NIVO Nebulizing System, which enables patients with breathing problems to receive non-invasive ventilation, by mask, rather than invasive ventilation, by endotracheal tube.

Lastly, Philips and NeuroCall, Inc. have collaborated to provide Telestroke services to various hospitals in the USA: Philips offers its advanced telemedicine systems, and NeuroCall, the expertise of its remotely located neurologists, enabling faster diagnosis for crucial cases.

### More information

<http://tiny.infonomia.com/philips>



Repsol + Burger King:

## Collaborating to increase revenue at gas stations

Only half of the sales at gas stations in Spain now come from gas; the other half corresponds to products and high-value services offered to gas customers. Business collaborations in this sector are aimed at increasing profitability by exploiting the high volume of customers that stop to fill up.

Repsol and the fast food company Burger King recently signed a strategic alliance whereby the gas company holds exclusive rights to have Burger King franchises in gas stations in Spain. Repsol sells the chain's food in its stations, in restaurant areas that are staffed with its personnel, who in turn receive directives from Burger King.

This collaboration, which has led to Burger King's strongest growth in Europe and one of its greatest

growth businesses around the world, began with four stations in Madrid. The objective is to reach 150 stations in a period of 5 years, with investment of some €50 million. Repsol is planning on hiring approximately 1,500 new employees.

Repsol also has a collaboration with Spanish retail giant El Corte Inglés, to install the latter's Open-cor grocery stores in some of its service stations in large cities. The gas company also has sales alliances with ONCE and Nespresso.

All of these ventures are part of a strategy to reinvent gas stations through so-called "non-oil" products. Repsol is striving to move from the concept of a small convenience store that offers a limited number of high priority items, to a larger store for repeat purchases.



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## Teaming:

# Micro-collaborations for macro-challenges

*Teaming* is a charity initiative that was founded in 1998 by Jil van Eyle. After the birth of her daughter, Mónica, who suffers from hydrocephaly, Jil began to explore foundations dedicated to helping handicapped children. In deciding to invent a new way for people to make charitable contributions, she ended up creating a new niche: channeling individual microdonations to pay for large-scale projects.

The system is simple: individuals pledge to donate €1 of their monthly salary to a specific cause. Each month, every company or team that participates in Teaming decides which cause it should donate to. An intuitive, easy to use, online interface makes the whole process easy.

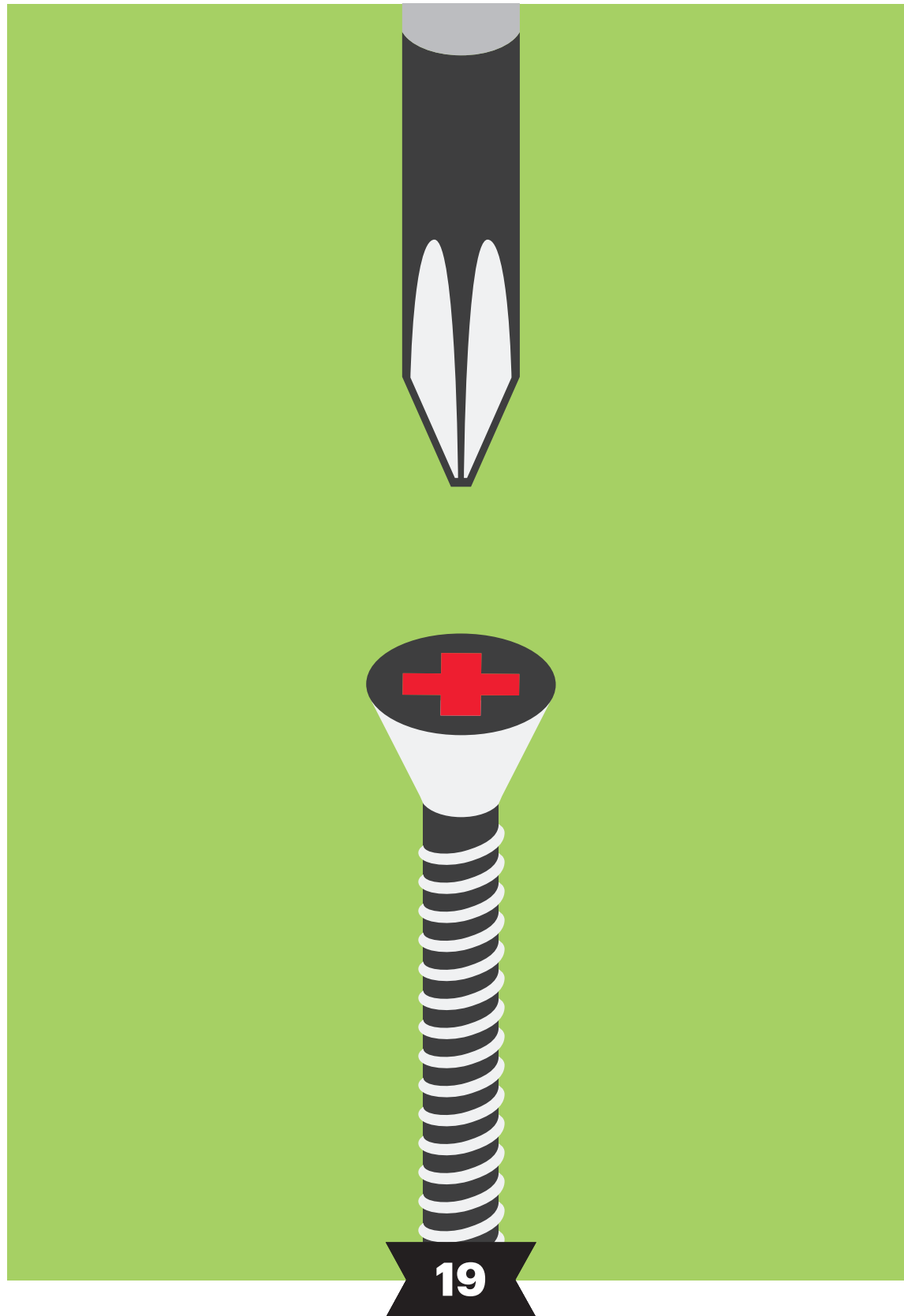
Between 1998 and 2011, Teaming expanded into several companies in Spain and abroad. Based on its success, Teaming launched Teaming Online in 2012, with the aim of reaching the entire world.

Currently, 1,000 companies from 40 countries are participating in a Teaming group, contributing a total of €200,000 per month to various causes.

Teaming demonstrates that collaborations among individuals with a common goal can provide large sums of money to myriad projects. The very existence of Teaming fosters collaboration among coworkers or friends that may have never before worked together for a charitable cause.

### More information

[www.teaming.net](http://www.teaming.net)



## Corporación Sanitaria Parc Taulí de Sabadell + BVentura:

# CO- to correct a congenital malformation

*Pectus excavatum* is a congenital deformation of the chest wall that causes numerous cardiac and respiratory problems. It affects 1 in 350 newborns around the world, and only 1 in 4 cases can be treated surgically.

Dr. Carles Bardaji, Head of Pediatric Surgery at the hospital Corporació Sanitària Parc Taulí, in Sabadell, near Barcelona, is a specialist in *pectus excavatum* and related conditions. He conceived of a surgical implant to improve treatment of this disease, collaborating with the company BVentura, which specializes in mechanization and turning of high-precision automotive parts. The company designed and developed the implant, known as the *Pectus Plate*.

In order to develop the prosthesis, Dr. Bardaji and BVentura signed various technology transfer and non-disclosure agreements and sought external assistance in business management and financing.

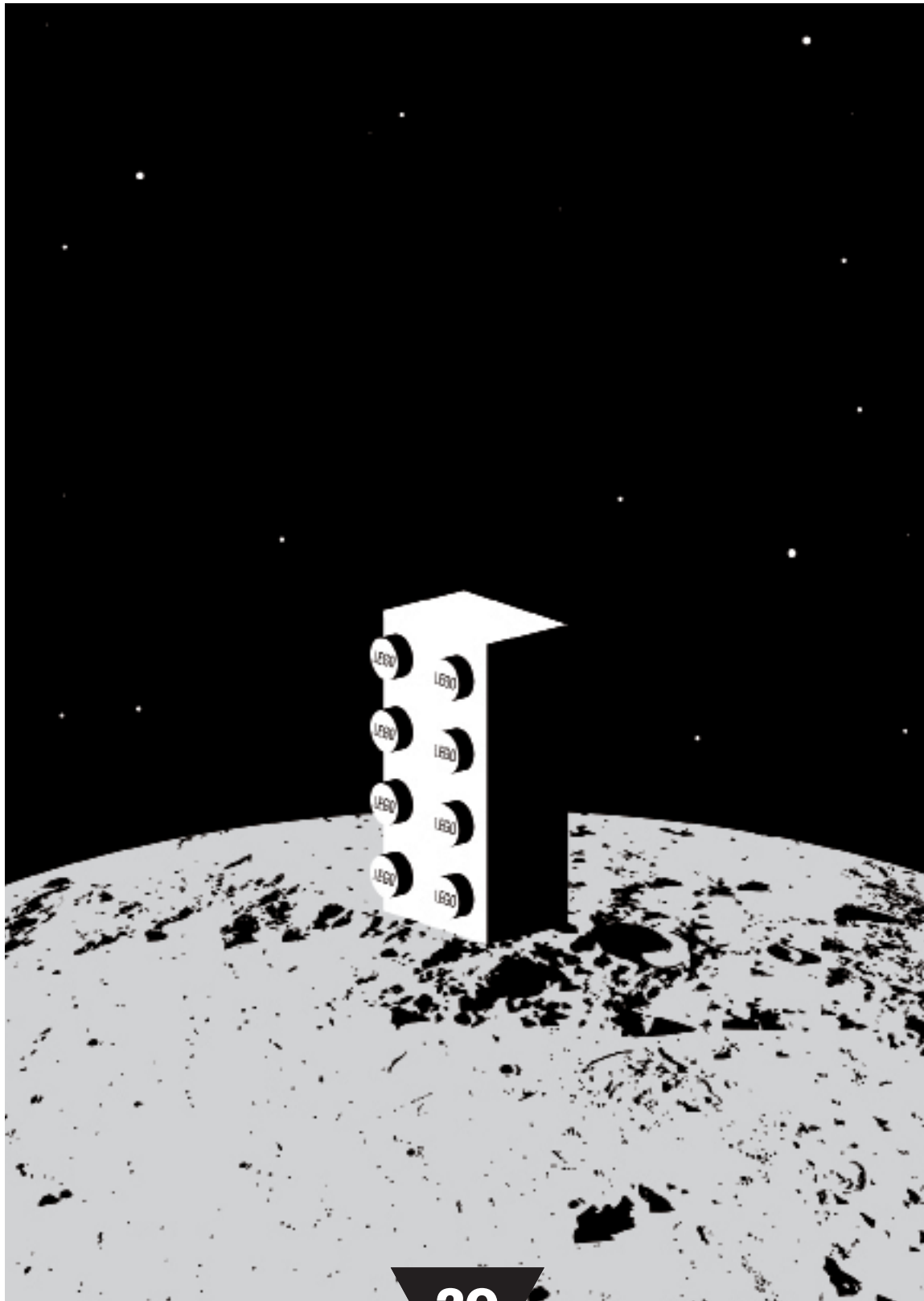
They created several prototypes of the Pectus Plate to test in clinical trials. They are currently awaiting approval of the device by the Spanish Drug Agency (AEMPS), which is required before it can be sold.

This collaboration has not only provided a possible solution for *pectus excavatum*, but also enabled BVentura to consider opening a new business division related to medical technology. For Corporació Sanitària Parc Taulí, it demonstrated that health professionals can innovate when provided with sufficient support and the right tools.

### More information

[www.bventura.com](http://www.bventura.com)  
[www.tauli.cat](http://www.tauli.cat)





NASA + LEGO®:

## Using LEGO® as an educational tool

Seeking to create fun and educational toys that teach children about real-world challenges, LEGO® has undertaken initiatives in diverse areas, including food, robotics and renewable energy. This work includes a program to help familiarize young children and adolescents with the aerospace sector, for which the company has signed an accord with NASA. Known as the Space Act Agreement, it outlines a 3-year collaboration between the toy company and the space agency to jointly promote technology, engineering and mathematics among science students, and to work on practical applications in these disciplines.

The project includes a part in which astronauts use LEGO® models and toys in the International Space Station (ISS) to demonstrate certain scientific concepts and to perform various experiments, such

as observation and analysis of small machines under microgravity. These machines include LEGO® versions of satellites, a space shuttle, and a scale model of the ISS. They record their results and film videos to help familiarize children with the work of engineers and astronauts. The models are built by the crew in orbit and also, by schoolchildren, according to their teacher's directions.

NASA, in turn, has provided LEGO® with ideas and educational materials for the toy company's collection LEGO® City, at different levels of complexity to suit a wide range of ages—from the youngest builders to adult fans. More than simply a way to foment creativity, this endeavor is also instilling in young people the design and engineering principles that NASA follows on a daily basis, and helping them to develop skills related to both of these areas.

### More information

[www.education.lego.com](http://www.education.lego.com)



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Coca-Cola + ECO Plastics:

## A macro-collaboration to produce recycled plastic containers

The multinational corporation Coca-Cola Enterprises (CCE) Ltd. and the British firm ECO plastics have collaborated to run a recycling plant in Lincolnshire, UK. Their agreement marks a turning point in industrial processing of plastic waste in the UK.

Polyethylene terephthalate (PET) is a commonly used plastic in beverage containers and textiles. Each year, some 35,000 tons of PET are re-processed in the UK. The new plant, once fully operational, will enable treatment of more than 75,000 tons annually. It will enable a major shift in production of this material in the UK and provide Coca-Cola with containers that are far more sustainable than current ones.

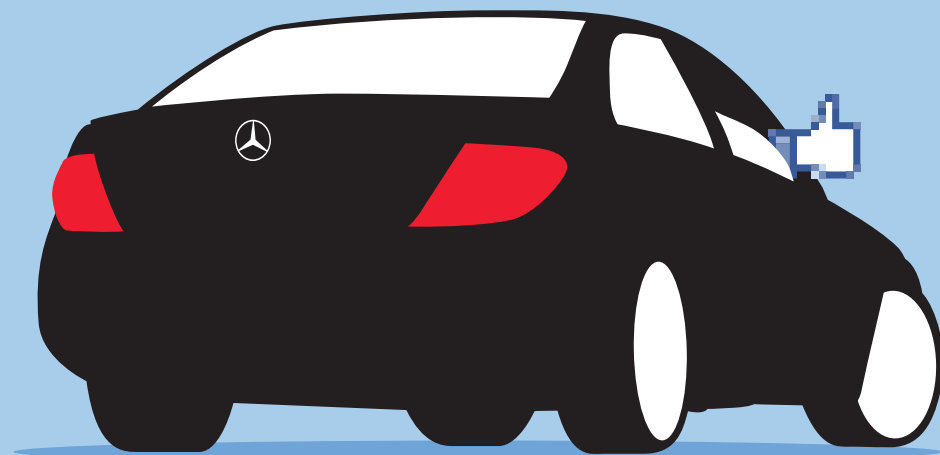
With this collaborative project, CCE has established a firm commitment to recycling of its own containers. The accord includes a massive campaign aimed at getting distributors to also commit to recycling of used containers.

The joint venture between CCE and ECO Plastics will last for a total of 10 years and includes an investment by the former of £5 million, and by the latter, of £10 million. Moreover, ECO Plastics has agreed to provide CCE with high-quality recycled containers for use in the UK.

ECO Plastics' than its current processing facilities are the largest in Europe, with a processing capacity of more than 100,000 tons of plastic annually. According to an independent study, use of recycled plastic provides a 68% reduction in CO<sub>2</sub> pollution.

### More information

[www.ecoplasticsltd.com](http://www.ecoplasticsltd.com)



## Mercedes-Benz + Facebook:

# Facebook's new frontier: Social Driving

At 800 million users and growing, Facebook is the world's largest social network. Having already conquered computers, smartphones and tablets, while becoming a daily habit for many users, Facebook is now invading the screens that remain: those of televisions and car dashboards.

Over the past 6 months a team of engineers from Mercedes-Benz, working in Palo Alto, California, has developed an application that enables drivers to access Facebook from their car. The application is incorporated into the new telematic system found in Mercedes-Benz cars, *mbrace2*, which offers a high-resolution screen in the dashboard and high-speed wireless Internet connection and can interact with the drivers' mobile phone. Google and Yelp (a website which locates and recommends nearby businesses) have also created applications for the system, which will be featured in all 2013 models, including the SL Class.

The Facebook application is actually a simplified version of the social network, which has been specially designed for drivers and is focused on locating friends and businesses. In order to prevent drivers

from becoming distracted while driving, Mercedes-Benz has blocked all functions that require typing while the car is running: it allows only basic functionality. Facebook has provided pre-written phrases that can be published with a single push of a button. Likewise, social games such as those developed by Zynga have also been blocked.

On-deck information and entertainment applications have major market potential for the future; thus, automobile companies are working intensely to innovate in this area. For instance, they are exploring the idea that, given how often we currently use GPS devices in our cars for directions, the ability to locate nearby friends may prove to be an interesting option for many drivers.

Although some people consider Facebook to be nothing more than an entertaining distraction, its use in cars may open up the way to *Social Driving*, and with it, all of the potential brought by obtaining new layers of information. Given Facebook's ubiquity, the social network can even be thought of as a sort of social operating system.

### More information

<http://tiny.infonomia.com/FacebookMercedes>

## Social Car:

# Collaboration to match car rental supply and demand

Social Car is a pioneering initiative in Spain that lets car owners rent out their automobiles for a limited time to people who temporarily need a car. This enables the owners to save in maintenance costs and environmental impact, while letting the renters have access to an automobile at a reasonable price.

Social Car was inspired by the CouchSurfing social network, in which individuals host visitors that need a place to stay, by offering them a free room or at least a sofa to sleep on. However, unlike CouchSurfing, Social Car is a paid service, allowing car owners to obtain extra income for a few hours, days or weeks at a time, and providing renters with access to a car close to home and under more flexible conditions than those of traditional car rental agencies. There are similar businesses in the USA, such as GetAround.

Owners and renters register for free online, and Social Car handles the rest: the service, payment and insurance. In addition to its profits and the environmental benefits that stem from sharing a single car, the business has other advantages: Social Car dedicates 0.7% of its income to charity work in Spain. In fact, users can choose the cause to which they would like to contribute, and can even suggest charities.

According to Mar Alarcón, co-founder and General Manager of Social Car, the idea was born in summer

2010, and took 1 year to come to fruition. Users were able to register starting in July 2011, and by September of that year, the company already had 300 registered car owners and 1,000 registered drivers.

Among Social Car's objectives is to offer a car rental service as close to the driver as possible: ideally, owner and drive would live near each other, such that the service would foster a sense of community.

Initially, the biggest challenge for the company was insurance, so it signed an accord with the insurance provider Globalis to create a custom policy that provides total coverage for owners and drivers, yet costs the same as standard policies prices.

Social Car can be very useful in large cities as well as in small towns, where public transport may not meet users' needs.

In addition to private owners, companies with vehicle fleets can also rent out their automobiles—for example, on weekends.

The service embodies a collaborative effort to match supply with demand. Indeed, sharing of goods is becoming increasingly popular: soon people may be sharing expensive equipment that is only required occasionally, such as sports bikes, skis, cameras, etc.

## More information

[www.socialcar.com](http://www.socialcar.com)



## Society for Arts and Technology + Hospital Sainte-Justine:

# Collaboration between the audiovisual and sanitary sectors

The Society for Arts and Technology (SAT) of Montreal has an 18-meter wide dome equipped with eight video projectors and 157 speakers, known as the Satosphere. This structure, which provides an immersive sound and vision experience in 360° and serves as the stage for multimedia shows, is now being used as a laboratory to test a program designed to help young pediatric patients overcome the traumatic effects of long-term hospital stays.

A team comprising engineers from SAT and physicians from Hospital Sainte-Justine is experimenting with various set-ups to help these children to overcome their anxiety and to improve their social integration, physical fitness and capacity to express their feelings. For example, to alleviate the pain of burn victims, the team is evaluating polar-landscape scenes in which the children find themselves inside of a virtual block of ice. Another example is to offset the sterile environment of the hospital by displaying a multimedia recreation of the child's room at home.

In related work, the team is working on graphically representing medical instruments as magical objects in children's stories. For example, a syringe might appear as a fairy's magic wand or a rocket. This work is aimed at convincing children that these instruments are not threatening, which will ultimately facilitate their doctors' work. The researchers are also creating interactive avatars that can help kids who are traumatized by an illness or accident to open up to pediatricians and psychologists—namely, by communicating their emotions through play or acting.

Crossing the gap between the real world and the virtual world can help ease suffering. In fact, studies have shown that cognitive illusions can change subjects' perceptions of pain. These techniques may be prove highly effective in children that have grown up with the latest technologies, as they feel at ease with simulations and virtual objects.

### More information

[www.vyv.ca/projects/satosphere](http://www.vyv.ca/projects/satosphere)



Repara ciudad:

## Citizens co-responsible for public roads

While traveling around the city or stopping in the street, people often notice damage to sidewalks, urban infrastructure or road signs, and think that they'd better notify city hall immediately, as municipal maintenance crews might not detect the incident. Thanks to smart phones and geolocation, instantaneous on-site notification of urban defects is now possible.

Repara Ciudad is an urban damage reporting and registration service that anonymously connects citizens to their city halls, enabling city residents to take on a greater role in maintaining and improving their public spaces. This initiative's aim is twofold: to bring city residents and public authorities closer together in order to promote their co-responsibility for the city environment, and to create a more participatory, transparent and efficient public administration.

City residents report the damage using a smartphone or other device connected to the Internet. They classify the type of damage; take and submit a photo of the damaged object or area; enter the location via geolocation or by typing in the ad-

dress; briefly describe the damage; and then indicate whether or not there exists any safety risk, so that the city hall can prioritize repairs. Another way to prioritize repairs is through support (or votes) obtained from other residents for the same incident. Users can report anonymously or leave their personal data. To encourage participation, Repara Ciudad features a points system to rank each user, whereby the most active citizens are given the highest priority.

The city's urban services department and technicians receive an email whenever any damage or malfunction is reported. City hall, in turn, can report the status and resolution of the problem, and can send photos of the final result to users.

Urban damage or malfunctions are classified into nine categories: Cleaning; Traffic Lights & Road Signs; Vehicles; Lighting; Street Equipment; Public Roads; Trees, Furniture Pick-Up, Animals or Noise; and Public Transport. The service is available in Catalan, Spanish and English. By late 2011, Repara Ciudad was being used in more than 250 municipalities, mainly in Catalonia and other parts of Spain.

### More information

<http://reparaciudad.com>



Kantox:

## Collaborative currency exchange

After 2 years of studying import and export companies, the founders of Kantox realized that many financial derivatives have become a problem because they are difficult to hedge against currency fluctuations. The company, which was founded in London in 2011 and also has offices in Barcelona, sought a radical, innovative solution: provide a simple and transparent hedging solution to SMEs or large corporations that does not require any line of credit and does not entail any operational risk, and therefore, does not require intermediation by a bank.

The procedure is a simple barter market for corporate foreign exchange needs: through a web platform, Kantox puts two companies into contact with each other: a company which will be earning money from an overseas receivable in a foreign currency within the near future; and another company, which will need to do the same operation in the same time frame, but with the curren-

cies reversed. Through Kantox, the two companies digitally sign an agreement by which they exchange their foreign currency flows at the end of the established time period. On that date, the two companies transfer their currency flows to a segregated client account managed by a Kantox financial partner, who then pays out each party by transfer in the request currency.

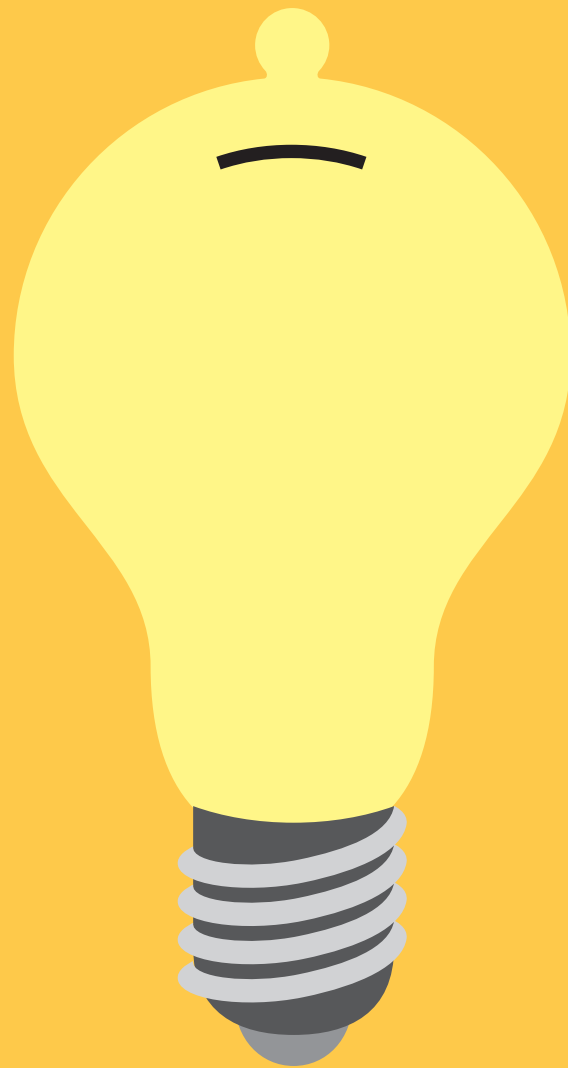
For a fee of €295, Kantox customers receive 1 year of access to the platform, a credit-rating that their potential counterparts can use to gauge risk, and a digital signature for the hedging contracts. Each transaction carries a commission of 0.68%, regardless of the timeframe of the operation.

Kantox has devised a radically innovative approach to financial services whereby that these do not create any systemic risk and are adapted to companies' needs.

### More information

<http://kantox.com>





Enertia:

## Intelligent use of energy consumption data

Technology and advanced information management systems enable real-time monitoring of various energy consumption metrics in a company. However, that information has remained in the hands of utility companies.

*Why put all of this electricity consumption data to good use, to improve energy consumption management and make the electrical grid smarter? So asked Enertia, a company that provides solutions for companies to better manage their energy use. These improvements enable savings of up to 40% on energy costs, reduced maintenance costs and CO<sub>2</sub> emissions, and greater productivity.*

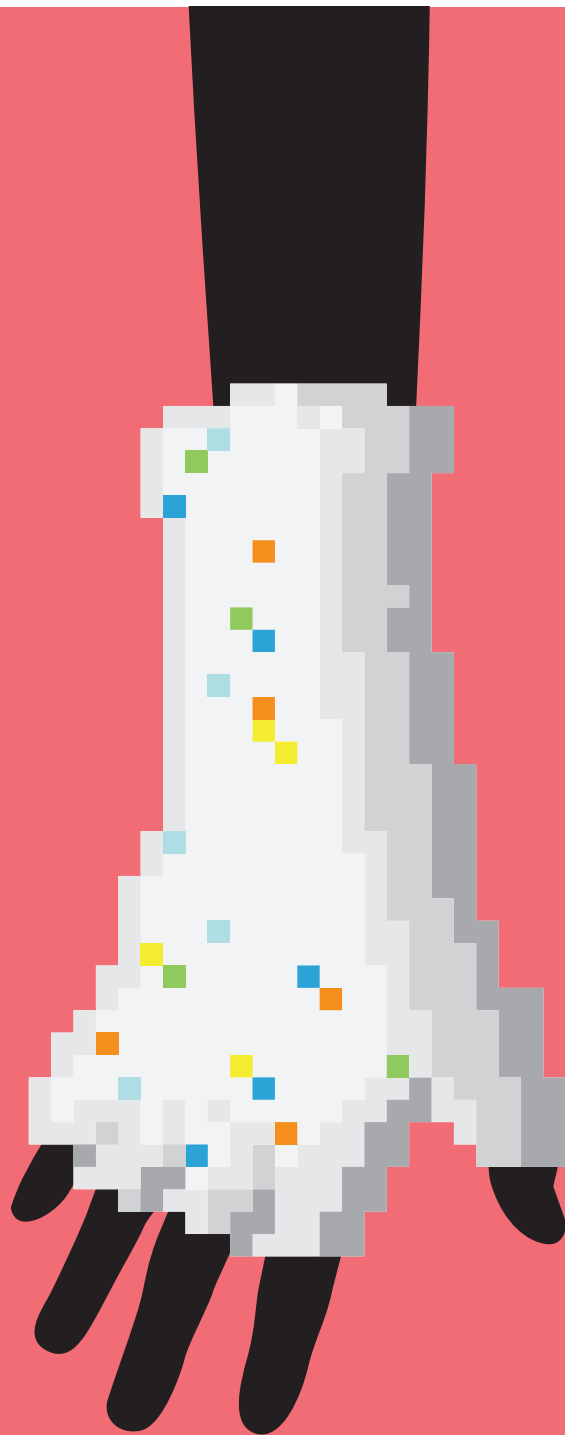
Enertia employs various hardware and software solutions (developed in England), including the Eniscope, an energy analyzer which is connected to the electrical grid to track consumption in real time, either from the building itself or any mobile device connected to the Internet; and LESS, an intelligent system in which low-cost lighting is combined with state-of-the-art sensors. Enertia also offers solutions for consumers, to save on air conditioning, refrigeration and the use of electric motors. All of the company's tools are interactive: specific devices are disconnected in response to a specific parameter value (e.g. high voltage or consumption).

### More information

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[www.enertia.eu](http://www.enertia.eu)





GMV + Lavinia:

## Using cross-sector know-how to advance neurological rehabilitation

The R&D&I alliance Rehabilita brings together the know-how of different companies from diverse sectors to achieve major progress in cognitive rehabilitation and cardiopulmonary function. It is a scientific and technological consortium comprising nine leading R&D companies and eleven research centers and hospitals that are generating the knowledge needed to overcome current barriers in medical rehabilitation.

Led by GMV, a technology business group, consulting firm and engineering technology company, the initiative focuses on clinical research and biomedical technologies, electronics, robotics and information technology and communication. It includes diverse organizations and institutions from distinct disciplines: clinical research centers, scientific groups linked to various universities, and several companies, each of which contributes its expertise.

Rehabilita includes an Innovation Area led by the Lavinia Group, which is responsible for developing the software, the highlights of which include an editor of therapeutic scripts and a generator of interactive virtual environments which works on multiple devices and platforms. The main limitation in current rehabilitation methods is that therapists are unable to create detailed, long-term programs tailored for

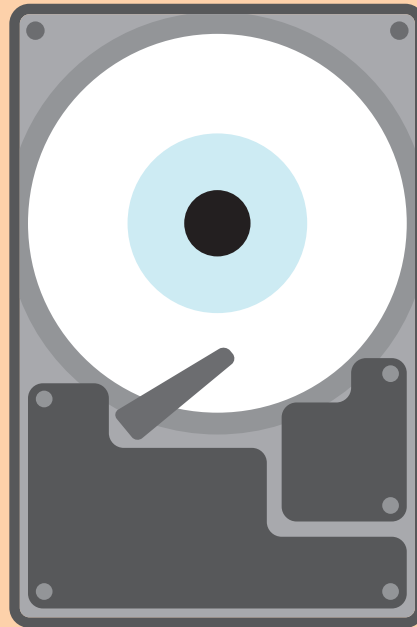
each patient, as this would entail major costs for the health administration. Rehabilita seeks to provide solutions by developing virtual, interactive 3D environments that can generate information and knowledge on clinical practice; recreate scenarios; and—using smart technology—customize, adjust and monitor care programs to develop a new, evidence-based rehabilitation paradigm.

Definitive prototypes will be released in 2012. These will be based on smart textiles with sensors; interactive virtual environments; robotic devices with advanced capabilities sensing and motion capabilities; etc. The objective is to change the way rehabilitation is done, by employing new technologies such as robotics, Internet, mobile technology and video games.

Rehabilita is a *CENIT* (*Consortios Estratégicos Nacionales en Investigación Técnica* [National Strategic Consortia for Technical Research] project, an initiative of the Spanish Center for Industrial Technological Development (CDTI), under the Spanish Ministry of Economy and Competitiveness (previously known as the Ministry of Science and Innovation), which seeks to increase public-private partnerships. The project has received €15 million in public funding.

### More information

<http://tiny.infonomia.com/rehabilitalavinia>  
<http://tiny.infonomia.com/rehabilitagmv>



Inspecta:

## Co-implementation of the artificial vision to multiple industries

Inspecta, founded in 2003 as a spinoff of the Computer Vision Center at the Universitat Autònoma de Barcelona (UAB), innovates through collaborations with researchers from the UAB and the University of Barcelona.

Computer vision (or *artificial vision*) is an artificial intelligence field aimed at understanding the information contained within an image or video. The first industrial application to which the company employed its technology was quality control of cork stoppers for bottles of wine and cava. Their CorkInspect system analyzes the color of the bottle cap and has a self-learning system by which the machine learns to classify based on a set of samples.

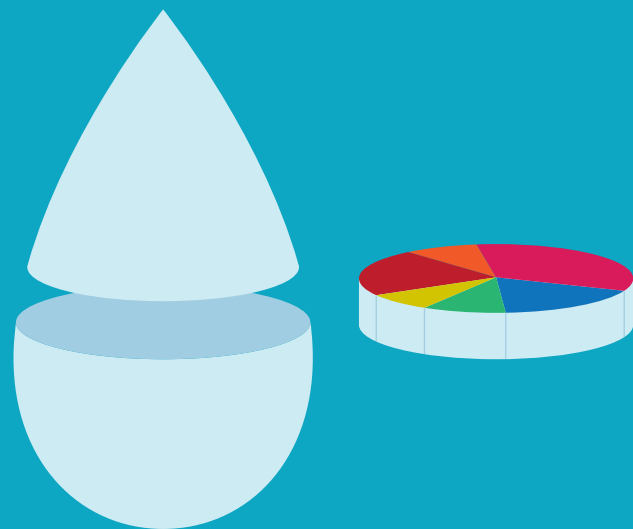
Subsequently, the company applied its accumulated knowledge to applications in other areas such as retail, smart cities, healthcare, and advertising based on video analysis of consumer behavior.

For retail, Inspecta has devised various tools to analyze customers at the point of sale. These tools can be combined into one solution and offer additional, valuable information, such as the extent to which exhibitors or advertisements capture audiences, or the *conversion rate* of people that enter a store and end up buying something. Inspecta is beginning to apply some of these tools to the field of smart cities.

For healthcare, Inspecta has created a neurofunctional stimulation system for trauma patients; a cervical and lumbar rehabilitation program that detects the incline of the patient's posture at all times and offers the options to correct it; and, for the ICU, applications to detect patient agitation and tools to accelerate their neurological recovery through the new concept of 'serious gaming'.

### More information

[www.inspecta.es](http://www.inspecta.es)



## Hydromodel Host:

# The collaboration between disciplines in the cloud

Hydromodel Host is a startup in Barcelona that is working on the expansion of the Panama Canal, which is located on an aquifer. Its role is to provide the Canal authorities and construction companies with information on changes in the aquifer levels.

The Company's technology allows real-time tracking of the aquifer emptying process and provides transparency to the project. All agencies and companies involved in the project can visualize progress on the aquifer and suggest improvements or detect possible risks.

Hydromodel Host tracks aquifer levels using numerical models that exploit large amounts of data. The Company hosts these models on the cloud, where

it also compiles the solutions and improvements suggested by its partners. In this hosting system, each aquifer has a dedicated virtual computer for handling its data, which combines and processes the vast amount of observational data collected, and then generates management scenarios. This enables major savings in water resource management, civil works and mineral exploration, as the computers used for calculation are only "hired" for a required window of time needed.

Hydromodel Host is yet another example of collaboration between disciplines (in this case, computer engineering and hydrology, among others), through shared resources in the cloud, a potential use of cloud computing which remains little exploited.

### More information

<http://hydromodelhost.com>

## Solar Impulse:

# Collaborating in search of a paradox

Solar Impulse is an airplane powered only by photovoltaic cells, which flies at an average speed of 70 km/h and a maximum altitude of 8,500 m. It is an international collaborative project that endeavors to demonstrate that solar energy is a feasible option for transportation and that use of 100% clean energy will bring about progress. The project, which began in 2004, is led by Solvay, and its main partners include Omega, Schindler and Deutsche Bank.

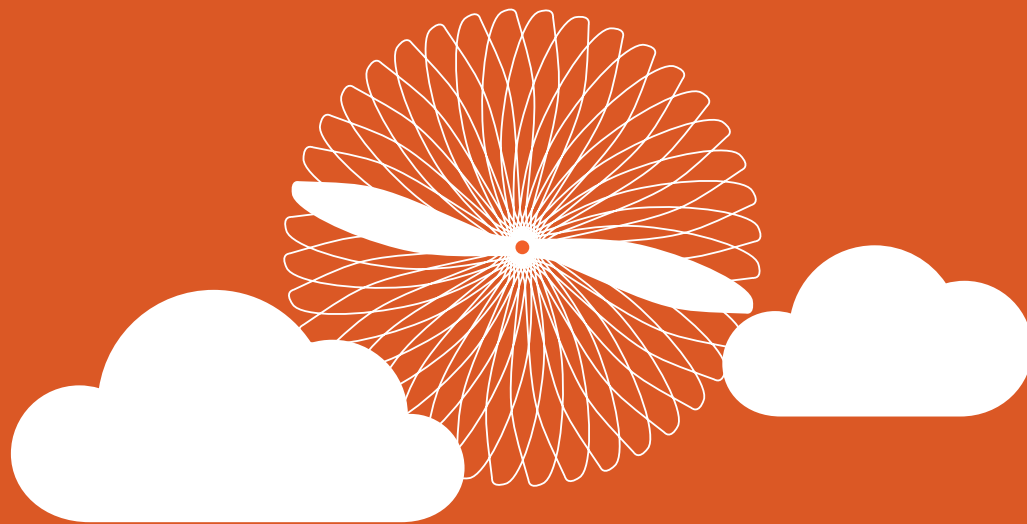
In July 2010, Solar Impulse became the first aircraft in history to fly day and night without using fossil fuels and without emitting greenhouse gases. Summer 2012 will mark a test program for a round-the-world flight scheduled in 2014. The first stage of the program will span 2,500 km, from Payerne, Switzerland, to the region of Ouarzazate, Morocco, where the largest solar thermal energy plant in the world will be constructed. On the return flight from Ouarzazate to Payerne, the plane will stop at Barajas airport, where it will be on public display for a few days.

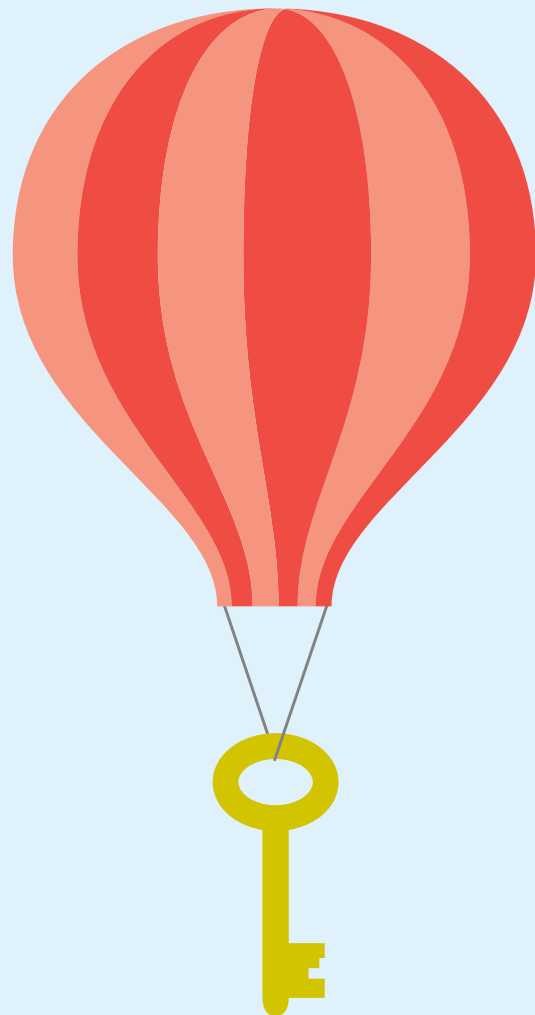
The project involves four different levels of partnership. The Solvay group contributes to the project through its chemical and plastics divisions, by providing advanced technical solutions for renewable energy, energy storage, insulating materials and lightweight materials—all which it offers through eleven products, 25 different applications and more than 6,000 parts.

To bring this initiative to citizens that are interested in sustainable development, environmental protection and social responsibility, Solar Impulse partners have launched the *Supporters Program*, a crowd-sourcing endeavor. Anyone can support the project through different levels and financial contributions, from collecting an official team badge, for €40 per year; adopting a photovoltaic cell, which Al Gore and Paulo Coelho have done (€160 per year); getting a private visit at the project headquarters in Switzerland (€1,665 per year); or having their name printed on the plane's fuselage (€8,330 per year). The partners have also started *Angels Program*, an investment program with two categories of investors.

### More information

<http://tiny.infonomia.com/solvay>  
[www.solarimpulse.com](http://www.solarimpulse.com)





airbnb + Vayable:

## There's still plenty of room to invent

**AirBnB** is a global P2P network that matches tourists with local residents who are offering cheap accommodations. Anyone who wishes to rent out a room, a part of their home or their whole house, for a period of a few hours up to a few days, can do so through AirBnB, without having to be registered as a tourist accommodation business. The Company ensures that the information provided about the accommodations is as complete as possible, through good online images as well ratings by people that have stayed there. Each resident suggests an appropriate rate, based on the demand at a given time. In addition, they may offer extra services, such as preparing breakfast or acting as an impromptu tour guide.

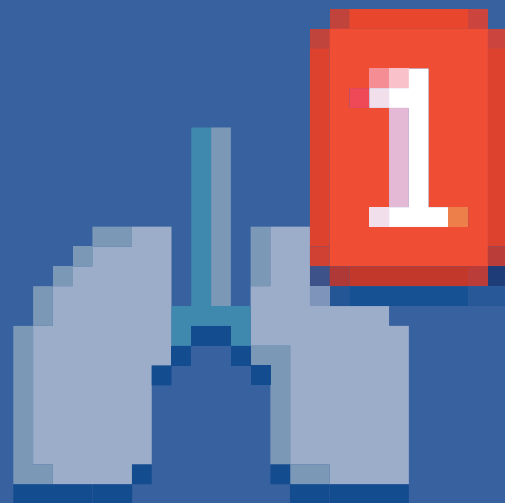
This formula completely does away with intermediaries such as travel agencies, hotel reservation companies and tourist services. It enables residents to earn money from their homes and tourists to stay abroad for much cheaper than at hotels, while enjoying contact with locals.

A similar business model is being used by **Vayable**, an international tourism platform in which local residents offer tours of a specific nature based on their personal expertise or experience: for example, an architect can give a local architectural heritage tour; a former guerrilla can show the places in a forest where they used to hide; an epicure can take visitors around the city's hidden gastronomic gems; or a professional sailor can be hired out to offer 1 day of training.

The two platforms have decided to collaborate, to jointly offer their services through a unified business model based on selling sensations and unique experiences that go far beyond traditional tourist services. As with any social platform, the prestige of each service is generated by the online comments and recommendations of its users.

### More information

[www.vayable.com](http://www.vayable.com)  
[www.airbnb.es](http://www.airbnb.es)



NHS + Facebook:

# The enormous potential of health's socializing

The National Health Service of the U.K., which controls blood and organ donations, has decided to launch a Facebook campaign to raise awareness about the need for donations. Through the page NHS Blood and Transplant, Facebook users can register directly as donors and share information with friends, express their wish to be donors to immediate family members connected to the network, and help maximize public awareness about organ donation.

By harnessing the world's most popular social network, the Campaign aims to increase awareness on the need for donations (in the U.K. more than 10,000 people are on the organ donation waiting

list), and to bring this issue to a population of users who may not be aware of it. Considering that often times, the relatives of a person who has just died must make difficult decisions on organ donation, the NHS created its Facebook campaign to help individuals publicly express their wish to be an organ donor, thereby relieving their loved ones of future stress.

The collaboration between NHS and Facebook is also geared at broadening the debate on organ donation and disseminating relevant information. Similar campaigns are being prepared in Australia, the Netherlands and the U.S.

## More information

<http://tiny.infonomia.com/NHS-facebook>



Harvard + MIT = edX:

## The collaboration between the so-called competitors

Top American universities are promoting several initiatives to provide free online courses, known as *Massively Open Online Courses* (MOOCs), in what may be a response to the success of the Khan Academy, a worldwide phenomenon which provides more than 3,200 videos and exercises to perform at a personalized pace.

Harvard University and Massachusetts Institute of Technology (MIT) have signed an agreement to create EDX, a non-profit organization that aims to offer free online courses, adapted from traditional courses, to anyone with an Internet connection. Each of institution has invested \$30 million in the project, for which they will launch five courses this autumn. They are using the same platform recently developed by MIT for its project MITX, which has already offered the course Circuits and Electronics, in which 120,000 people have enrolled, 10,000 of which have completed the mid-term exam. Those who pass the course receive a certificate, but do not receive any official credit.

In addition to offering engineering courses, in which electronic grading is relatively easy, EDX will offer

courses in humanities, in which students' work may be graded through crowdsourcing or evaluated by natural language software. Projects like this can have a major impact on societies around the world, for example, on billions of future students in China and India.

EDX is designed not only to build an online global community of students, but also to investigate new learning methods and technologies.

The Project goes far beyond mere educational videos: it includes discussions, labs, quizzes and other interactive learning tools. As an open source initiative, it can be used by other universities. The technology of online education, with video lectures, exams, immediate feedback and learning adapted to each student's pace, is developing so rapidly that it is still considered to be in the experimental phase.

Princeton University, Stanford University, the University of Michigan and the University of Pennsylvania have collaborated to create a similar initiative, called *Coursera*, for which they have garnered \$16 million in venture capital.

### More information

[www.edxonline.org](http://www.edxonline.org)  
[www.coursera.org](http://www.coursera.org)



Esteve + Teijin Pharma:

## Collaborating to get closer to patients

EsteveTeijin Healthcare is the fruit of a collaboration begun in 2009 between Esteve and Teijin Pharma, two leading pharmaceutical companies.

Esteve is an international pharmaceutical group dedicated to research, development and commercialization of medications and other products for human and animal health.

Teijin Pharma is a multinational Japanese pharmaceutical that also offers services for respiratory homecare.

EsteveTeijin Healthcare is dedicated to respiratory homecare for patients spanning from neonates to adults, whose needs range from continuous oxygen therapy to treatment for sleep apnea. The company's array of services covers the entire treatment process, including fabrication and distribution of medical oxygen, and monitoring and personalized care of patients.

By combining Esteve's experience in patient care and in the Spanish market, combined with Teijin Pharma's respiratory therapy technology, EsteveTeijin Healthcare has replaced the classical business of medical oxygen delivery—traditionally associated with the industrial sector, and not linked to medical care—with a full healthcare service that includes a therapeutic consultant, a patient care hotline, and patient monitoring by health professionals. This service has enabled the company to get closer to its clients (patients, doctors, nurses and health administrators) and provide direct home service to patients. This in turn should enable future expansion into other healthcare areas.

Since its inception 3 years ago, EsteveTeijin has accumulated a total business volume of €13 million. It now treats nearly 35,000 patients in Spain.

### More information

[www.esteveteijin.com](http://www.esteveteijin.com)





## Evernote + Moleskine :

# Collaborating to manage information overload

In this age of information overload, good information management tools are sorely needed. And if such a tool can link the two worlds in which information circulates—the digital and the physical—then information overload can be overcome.

Evernote and Moleskine, two renowned companies that endeavor to make note taking more efficient and more comfortable—the former in digital version and the latter, in print form—have combined forces to provide Evernote Smart Notebook, a Moleskine notebook with advanced features. It links physical note taking with software, enabling easy organization of access to notes, anywhere and at anytime.

Evernote is a single software platform for taking, organizing and searching notes across multiple devices. Beyond written notes, it enables users to store photos and sound clips, and to capture text and images from websites.

Business at Moleskine, whose products are known for being elegant and practical, is growing. Their

notebooks are a channel for people to write down their experiences, express their personality and let their imagination roam free.

Sixty percent of Moleskine clients use digital tools, the most popular of which include Evernote. The Evernote Smart Notebook has a feature called *Page Camera*, which enables users to take a specially formatted snapshot of their written notes or sketches using their smartphone or tablet. Users can control the contrast and brightness of the image, and can perform text searches, thanks to optical text recognition. It also includes smart page-markers for text and drawings, which are recognized (via the user's digital camera) for subsequent compilation of related digital files into a single folder. This ensures the same level of organization between the physical notebook and the digital data. The Evernote Smart Notebook also includes 3 free months of the service Evernote Premium, which offers advanced functions not included in the free version of the software.

### More information

<http://tiny.infonomia.com/moleskine-acuerdoevernote>  
<http://tiny.infonomia.com/evernote-acuerdoholeskine>



## ATLAS:

# Large-scale scientific collaboration

ATLAS is a particle physics experiment being performed with a special detector of the same name, in the Large Hadron Collider located at CERN, in Geneva. The ATLAS detector, used to study what happens when high-energy protons collide, was critical for confirming the existence of the Higgs boson, which accounts for the origin of mass in elementary particles.

The ATLAS detector is one of the most complex machines ever built. It was designed by some 4,000 physicists, engineers and computer scientists hailing from 175 universities and research centers representing 38 countries. It has become an engine of cooperation, and as such, has required the development of an innovative system to manage the various specialist groups on the team.

Without an inventive organizational scheme, a project as complex as ATLAS would fall into chaos. The ATLAS team is organized according to a non-hierarchical system led by Spokespersons and Technical Coordinators. This structure has proven paramount for ensuring collaboration among various cultures and work styles, ensuring communication at each step, motivating each group, etc.

The ATLAS environment is grounded in the culture of science: seeking knowledge, never accepting

anything as certain, and considering the opinion of a doctoral student to be just as valid as that of a tenured professor. In every debate, all opinions are considered, with the greatest weight assigned to those that have the strongest factual basis and the greatest support from the participating scientific community. All ATLAS members around the world can access most meetings, either in person or virtually. To simplify such a complex system, the team employs simulations that enable them to visualize a given debate and interpret the results corresponding to each proposal.

Another hallmark of the ATLAS experiment is that technical problems that arise with the accelerator are solved through direct collaboration with the suppliers: highly flexible, medium-sized companies, many of which are start-ups. The capacity to work directly with the decision makers at each company has streamlined problem solving.

Based on its experience with the ATLAS project, CERN is endeavoring to become an innovation hub. It hopes to maximize the knowledge that has been generated from collaboration among the multidisciplinary groups. Innovative ideas generated at CERN are not protected by intellectual property rights, but can be exploited to create new solutions and products proposed by the companies involved.

### More information

<http://atlas.ch>

<http://atlas.web.cern.ch/Atlas/Collaboration>



Fiat + Lavazza:

## An unusual collaboration to improve the driving experience

The new Fiat 500L is an elongated, family-oriented version of the company's iconic compact model 500, of which more than 800,000 units have been sold in 110 countries. The 500L embodies four concepts: *Large*, for its ample and adjustable interior space, which can be configured in 1,500 positions, as well as its 360° visibility and its sizable glass roof; *Light*, for its low gas consumption and emissions, and an optional methane engine to be made available in the future; *Link*, for its connectivity; and *Loft*, for its passenger cabin, which is filled with accessories to make driving and riding fun, including a touchscreen *infotainment* system equipped with voice-recognition, navigation and wireless connectivity to smartphones, iPods, etc.

Seeking to improve the driver and passenger experience under the *Loft* concept, Fiat has collaborated with Italian coffee brand Lavazza and with audio system designers Beats Audio.

Lavazza—known as the “Italian Starbucks” for its similar chain and for its reputation as Italy’s favorite

coffee brand—has created an espresso machine for the 500L’s interior. The machine, which is housed in a specially designed base and works with A Modo Mio capsules, is an extra convenience for the driver or passengers, who no longer need to take along a thermos or buy coffee on the road. To prevent any dangerous distractions, the machine only works when the car is stopped.

To launch the 500L, Fiat and Lavazza have begun an online marketing campaign that includes games and contests, including prizes such as coffee makers and coffee capsule supplies.

Beats Audio, founded by artist and producer Dr. Dre, produces the Beats by Dr. Dre headphones and maintains alliances with HP, the Chrysler Group and HTC Mobile. Fiat and Beats Audio collaborated to bring a high-quality sound system to the 500L, similar to the one found in the Chrysler 300 S.

### More information

[www.fiat500l.es](http://www.fiat500l.es)

<http://tiny.infonomia.com/beats-audio>

<http://tiny.infonomia.com/flat-lavazza>

► <http://tiny.infonomia.com/flat-lavazza-video>



## TAU Cerámica + Paco Roncero: A co-workshop on sensations

An unlikely union led to collaboration between the innovation department at Tau Cerámica's S3 division and the Michelin-starred (2) chef Paco Roncero, of NH Hotels.

The renowned chef expressed to the ceramics company his dream of creating a space for gastronomic and sensory experimentation. They began brainstorming on the project, and ultimately created *El taller de las emociones* (the Sensations Workshop), where the chef and his team cook various dishes for the enjoyment of up to eight attendees, in a dedicated multimedia space equipped with state-of-the-art technology that brings the whole experience together.

The project drew on input from designers, engineers, ceramic surface experts and other specialists, as well as financial sponsors.

The Sensations Workshop will incorporate tools that are made of advanced materials (e.g. ceramics and aircraft aluminum) and incorporate high-precision technology and cinema engineering. The aim is to explore the spaces created by the gastronomic surroundings, harnessing the potential of creative soul Roncero and his team, and create a new business model in the process.

In the Workshop, Roncero takes on the role of a "creator of an environment and sensations" that are driven by the gastronomic experience.

TAU Cerámica will provide its expertise in project management and in constructive systems such as ceramic surfaces, lighting, and smart environments. These include the Hisia serving table: a surface which has distinct zones that heat up or cool down, and which moves cocktails by touchless technology, emits images related to the dishes being served, and can even be drawn on.

In line with the gastronomic experience, the room in which the Workshop is held can generate interior spaces doused in combinations of 16,000 different colors and with moving holograms. It can also be controlled for relative temperature and humidity, fragranced with specific smells, and filled with sounds that evoke past experiences or build up excitement about upcoming ones.

The Sensations Workshop will serve as an experimental space in gastronomy and applied technology—a powerful living lab. It has also been designed as a new business model, whereby exclusive experiences can be created for commercial presentations, innovation seminars, demonstrations, etc.

### More information

[www.pacoroncero.com](http://www.pacoroncero.com)

<http://tiny.infonomia.com/taller-emociones-TAU>





Reebok + Marvel:

## When athletes meet superheroes

After collaborating with Cirque du Soleil to create *Jukari*, a new way for women to exercise in the gym, based on the Canadian circus company's choreography, Reebok has continued to partner with other brands to innovate in their products. They recently teamed up with Marvel, the American publisher of superhero comics, which was a pioneer in humanizing superheroes, by showing their private life, their weaknesses and their worldly concerns.

Reebok Classics and Marvel Entertainment have presented a line of footwear inspired by comic book superheroes, with designs by Rhode Island-based artist Anthony Petrie. They chose characters from the Avengers and X-Men books and films: Captain America, The Red Skull, Spiderman, Venom, Wolverine, Sabretooth, Deadpool, Chamber, Black Widow, and Emma Frost.

With this joint initiative, the companies have sought to recreate images of classic comic book heroes on classic, retro-styled sneakers. They selected Reebok

models from the 1980's and 1990's, such as the Ventilator, the Pump Omni HLS and the Pump Fury HLS. Each pair of shoes in the collection is designed according to a particular character's superpowers, and iconic symbols and colors, and features a special hangtag and specially designed insoles, which together show the superhero in action.

The two companies began collaborating by making children's sneakers with an official image of Spiderman. This spawned the idea of offering a similar product to an adult audience, coinciding with recent film adaptations of Marvel comics that star famous actors such as Scarlett Johansson, Hugh Jackman and Robert Downey Jr. and are popular with huge audiences worldwide.

### More information

<http://tiny.infonomia.com/marvelreebok-blog>  
<http://tiny.infonomia.com/marvelreebok-snkrology>



Gas Gas + Ossa:

## Partnership in the dirt bike sector

Catalan companies Gas Gas and Ossa have signed a collaborative accord to optimize their investments in innovation and development. The alliance between the two companies was designed to generate synergies in Catalonia and create a world-class dirt bikes cluster—namely, for trial and enduro motorbikes. The two companies have previously collaborated, in an agreement signed together with Rieju to develop a four-stroke engine compatible with all three brands, so that they would not have to import motors from Japan.

Gas Gas manufactures about 7,500 motorbikes per year at its plant in Girona, of which it exports 80%. The Company holds 40% of the global share of trial motorbikes. Its riders include Adam Raga and Ivan Cervantes, both of whom hold several world titles, as well as Laia Sanz, eleven-time trials World Champion and twice winner of the Dakar rally (Females Category). Ossa is smaller than Gas Gas: it produces 1,200 motorcycles annually. Through their new alliance, the companies are striving to create a group that can produce some 20,000 to 25,000 motorbikes per year and generate combined sales

of €50 million. The total number of employees at the two companies could rise from the current number of 130 to 200.

The alliance will provide Gas Gas with Ossa's latest technology and with newer facilities (in operation since 2008, when the mythical brand from the 1970's was re-launched), enabling the former to save on research costs. For example, Gas Gas had already expressed interest in the innovative two-stroke injection engine featured on Ossa's trial motorbike. For Ossa, the agreement means being able to enter new markets without having to make any large investments, thanks to Gas Gas's existing commercial and distribution channels in 47 countries.

At the same time, combining forces will enable the two companies to reduce the costs of purchasing technology and materials, provide them with access to technological advances, and allow them to develop new systems to make them more competitive, which would be more difficult—if not impossible—for each company on its own.

### More information

<http://tiny.infonomia.com/alianzagasgasossa>  
[www.ossamotor.es/ES/](http://www.ossamotor.es/ES/)  
[www.gasgasmotos.es/es/inicio.html](http://www.gasgasmotos.es/es/inicio.html)



## Eat&Joy Farmers Market (Finland): Collaboration at the national level

The smart combination of two of Finland's greatest attributes—the quality of its traditional cuisine and the prestige of its design professionals—enabled creation of a new business for a contest to show “Best of Finland”.

In 2004 three professionals from the marketing and advertising sector were awarded a contract to create a new image for, and launch, traditional Finnish food products, which are sold chiefly in airports. Their work went beyond a mere marketing campaign: it entailed in-depth analysis of how these goods are produced and of their essence. The team asked themselves why the finest products from the Finnish countryside were only available at a few restaurants (and as such, inaccessible to most people).

They ultimately created Eat&Joy Farmer's Market, in downtown Helsinki, and Eat&Joy Kluuvi Market Hall, in the Helsinki airport. The two businesses, which are open 7 days a week, offer more than 500 top-quality food products, branded as “premium”. The markets have enabled local producers—despite being far away from Helsinki—to get a foothold in the capital, both with local consumers in the city as well as with foreigners who shop at the airport.

The venture also draws on the collaboration of famous Finnish chefs as well as designers, who help with branding the products, the Finnish Minister of Agriculture, and various foundations that are dedicated to studying and promoting seasonal products that are harvested traditionally and with care.

### More information

<http://tiny.infonomia.com/eat&joy>



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Grup Focus + Codorniu:

## A win-win situation for the arts and a cava brand

The arts have always received both public and private sponsorship, but in this age of budget cuts, new, more stable patronage schemes are needed that maximize benefits for all parties involved.

In this context, Grup Focus, one of the main Spanish theatre production and event planning companies, and cava producer Codorniu have reached an accord to mutually promote their respective brands and provide spectators with a better experience.

The agreement stipulates a series of marketing activities throughout the theater season that will relate the prestige and quality of Grup Focus's theatre productions with the brand Codorniu.

One of Grup Focus's theaters, Teatro Goya, in Barcelona, has been officially renamed as *Teatro Goya-Codorniu*. Spectators will be offered cava during theatre premieres and on special occasions. The Theater will also have a dedicated *Fila Codorniu* for special ticket holders, which will be sold as a premium service through promotional activities on social networks. Codorniu hopes to gain recognition

among the more than 100,00 spectators that the Theater attracts each year.

The Raventós family, which owns Codorniu, has extensive experience in collaborating with the arts as a strategy to promote its brand. Indeed, in 1884 the company already employed imaginative marketing methods by collaborating with another theater, Teatro Novedades de Barcelona: at the end of each show, the actors intermingled with the audience members, and they all had a glass of cava together. More than a century later, the economic climate is driving the need for new types of patronage, based on stable collaborative agreements.

Grup Focus has five business areas: theater, events, technical services, audiovisual production, and communications. It is a leader in the theater arts sector and a major creator and producer of unique events. The Group encompasses nine companies and is a major stakeholder in five others.

### More information

<http://tiny.infonomia.com/grup-focus+codorniu>





State Farm + Ford:

## Collaboration between the insurance and automotive sectors

Insurance company State Farm and auto manufacturer Ford have united to develop an on-board system to analyze people's driving habits. The Insurer plans to use the data to calculate specific insurance rates for each of its customers.

State Farm was seeking to innovate its methods for calculating insurance costs: rather than continue using the traditional model of statistical analysis, the Company decided to adopt a system that more accurately reflects how each driver behaves behind the wheel. The data collected by the system include how often a car is driven by a given individual, the speed at which that person drives, and the distance they maintain relative to other cars.

The collaboration was made possible by *SYNC AppLink*, a platform that Ford has included in its latest vehicles which enables remote transfer of driver

data. Based on the Company's estimates, users that drive an average of 1,600 Km per month can save up to 10% on their insurance estimates, and those that drive less can save up to 40%.

New technologies that offer previously unavailable data are leading to a shift in business models and pricing plans towards "pay as you go" schemes. Charging each user or client according to these schemes is more accurate than charging them based on average values: in the case described here, good drivers are not overcharged, and bad ones are not undercharged.

### More information

<http://tiny.infonomia.com/ford-sync-insurance>  
<http://tiny.infonomia.com/sync-app-link>  
[www.statefarm.com](http://www.statefarm.com)



## Iberia + Alsa:

# Land and air transport combined to improve service and provide global visibility

Iberia airlines and the Asturian bus company Alsa have established a partnership agreement to jointly market their Bus & Fly ticket, allowing travel from various Spanish cities to Terminal 4 of Madrid-Barajas Airport to catch a European or intercontinental flight. The joint ticket means that passengers are connected from the beginning to the end of their destination, with Iberia and Alsa guaranteeing transit connections and responding to any possible incidents.

The routes in its initial phase are from the cities of Albacete, Burgos, Lorca, Soria and Valladolid. Iberia and ALSA have estimated that 66,000 passengers travel from these cities to Madrid airport to connect with over 100 flights to the rest of Europe, America, Africa and the Middle East.

The agreement represents a major step forward in the development of intermodal transport, more efficient use of infrastructure and better territo-

rial connection. Its commercial value resides in the fact that ticket purchases can be made through the global reservation systems used by travel agencies worldwide. This provides the cities with high global visibility and greater marketing possibilities. Its technological value lies in assigning an IATA (International Air Transport Association) code to the bus stations of the aforementioned cities, thus placing them at a similar level to any airport.

The schedules established by the two companies have been calculated so that passengers have enough time to check in or collect their luggage at the airport, pass the security checks and comfortably catch their next transport.

The aim after this initial phase is to expand the number of cities from which to travel to Madrid Airport. The product is also the prior stage of Iberia's aim to create a combined plane and high-speed train ticket.

### More information

[www.iberia.com/bus-and-fly](http://www.iberia.com/bus-and-fly)

[www.alsa.es/servicios/bus-and-fly](http://www.alsa.es/servicios/bus-and-fly)





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## Coca-Cola + Sanofi (industria de la salud): Beauty drinks: when Coca-Cola reaches pharmacies

The renowned Coca-Cola brand and the French pharmaceutical group Sanofi have signed a 50-50 partnership agreement to produce and market “beauty drinks”. The drinks include a number of active ingredients promoting wellness, health and beauty. Under the agreement, Coca-Cola is handling the product’s formula, while Sanofi is in charge of distribution in pharmacies and parapharmacies. In this way, Coca-Cola is contributing its knowledge on manufacturing soft drinks and Sanofi is bringing its diversification in the health sector, thus responding to customer needs.

The beverage line, under the name of Beautific Oenobiol, is already being marketed as part of a pilot phase in cities such as Paris, Lyon, Marseille and Nice, before being distributed throughout France. The medium-term goal is to expand to other European countries such as Spain, Belgium and Italy.

The drink is made of mineral water, fruit juices and nutritional additives, so that consumers perceive it as a source of hydration and positive effects for health

and beauty, as well as having a pleasant taste. The launch proposal includes four drinks: “Cheveux & ongles”, to strengthen hair and nails, with the active ingredient of zinc; “Solaire intensif”, to beautify the skin, with lycopene; “Copslim minceur”, to lose weight, with polysaccharide glucomannan; and “Vitalité”, to improve vitality, with caffeine.

The target audience is active women aged between 25 and 45 and the key marketing factors are their appearance, their effectiveness, the suitability of price and distribution channel, consumer education, and the capacity to react to launch new products. It is about promoting new consumption and health care habits so that consumers can complement their daily beauty routines with this new product. The drinks are sold individually in refrigerators for immediate purchase and consumption or as part of room temperature packs.

### More information

<http://tiny.infonomia.com/coca-cola-sanofi>

Brompton Dock + railway, university,...

## More sustainable mobility, combining public transport and cycling

At a time when we are aware that energy resources are limited, the need for considering and facilitating more sustainable mobility has become clear. With this aim in mind, the British folding bike company Brompton has created its Brompton Dock initiative, offering the rental of its bikes at key mobility points, such as railway stations, car parks, hospitals, universities, etc.

The initiative functions always in collaboration with the public or private infrastructure or entity at which the service has been installed, as they are the organizations purchasing the bicycles and storage lockers. Brompton Dock is responsible for managing the service's users and maintaining the bikes and facilities. The parking space area for one car can fit docks with 10, 20 and up to 40 bike lockers.

Brompton is thereby becoming a part of people's daily lives to offer them a healthy, economical, clean and door-to-door travel solution. In its policy of respect for the environment, the idea aims to reduce parking demand and traffic congestion, as well as avoid-

ing CO2 emissions. In addition, the bicycle storage docks are 95% manufactured from recycled materials and use solar energy and mobile connections.

There are various user tariffs, with priority given to medium- and long-term rental in order to promote everyday cycling. The possibility also exists for the service partner to propose its own specific tariffs. Folding bikes are permitted on most means of transport, while a regular bicycle is more difficult to transport. The bike can be collected at one point and returned to another.

The service is present in such points as Manchester Piccadilly Station, in partnership with Virgin Trains; University of Greenwich campus, in partnership with the institution; or Bristol and Exeter, in partnership with the First Great Western railroad company. The short-term objective of Brompton Dock, which is a subsidiary of Brompton Bikes, but operates as an independent company, is to provide 25 rental locations across the UK and in the medium-term expand into France and the United States.

### More information

[www.bromptondock.co.uk](http://www.bromptondock.co.uk)





## Starbucks + Square: Collaboration to change a routine

Changing the way we usually pay for a coffee: this is the aim of the partnership agreement reached between Square, the startup for payments through mobile devices, and the Starbucks chain of cafeterias.

It simply involves introducing a technological innovation into a daily routine, thereby multiplying the potential of the two partner companies. Square is seeking the niche of businesses with credit card payment difficulties, such as haulers, taxi drivers or small local businesses, which bill customers minor amounts, but have to pay high fees to issuers of credit or debit cards.

With this aim in mind, Square has developed already existing technology for payment through a mobile ap-

plication and designed an add-on device that transforms an iPad or smartphone into a cash register.

Square began selling its payment services through mobile devices (iPhone and iPad) in 2010 and offers a fixed percentage to companies that install it (2.75% of total turnover), aiming for the market of our daily routines.

The agreement reached is much more than a simple relationship between supplier and customer, given that Starbucks will invest US\$25 million in Square and its CEO, Howard Schultz, will join the technological startup's board.

### More information

<http://tiny.infonomia.com/silicon-valley-finding>



## Creative Swap: CO-creativity

Aware that creativity can emerge from anywhere and of the need to exchange ideas outside the company, the Sane & Able creative studio, based in London, has decided to launch an initiative to share talent with other agencies in the same sector.

Through its Creative Swap, illustrators, architects, graphic designers and other creative sector professionals can share their knowledge for a week. Companies interested in this partnership of human capital can register on the website, describe the profiles of their creatives and await the dates on which, in a completely random manner, they will exchange one of their employees for a week.

The initiative has been so successful that enrollment had to be closed until next year within a few months from the launch.

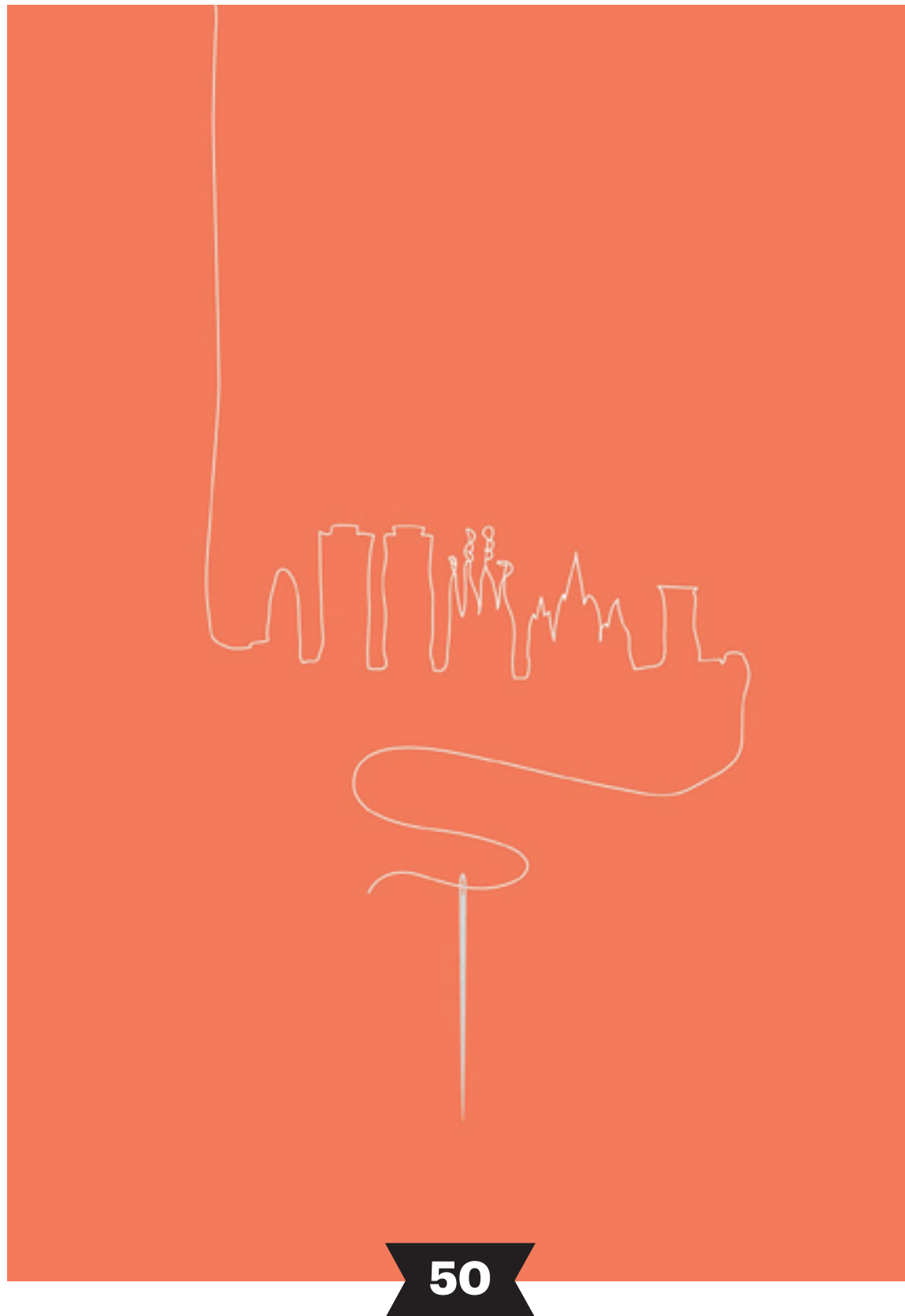
The participating companies have agreed to assess the importance of opening their brainstorming sessions and accepting “cross-pollination”. When employees have been in the same company for a long time, they become accustomed to resolving challenges in a certain way. Therefore, the presence of external creatives for a limited period of time facilitates regeneration and the discovery of ideas and processes in a simple manner.

Creative Swap only exists in the UK for now, and only for creative sector companies, but the initiative could soon move to other countries and other professional sectors.

### More information

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<http://creativeswap.co>



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## Iconic Barcelona: Co-democratizing fashion

Iconic is a platform created in Barcelona to discover, connect and realize the projects of many designers and their fans.

It is about making the process of creating fashion collaborative, thereby saving costs and adding abilities and markets.

Through so-called “Collaborative Trend Setting”, Iconic aims to convert shopping into an experience that goes beyond a mere business transaction.

Young designers who have not yet been able to develop their brand present their projects through the Iconic website and its social networks. Prospective buyers vote for the models presented and the various fashion designers collaborate in creating the projects.

The most voted designs are ultimately created and these can be purchased directly online.

In this way, users/customers are members of a community that does not follow fashion, but are able to participate when it comes to creating it, providing their opinion on each design and improving it.

Iconic also provides all the information about each model: the origin of the materials used, local manufacturing, the story behind each design project, the sustainability of the production process and the chance for fashion addicts to own an exclusive product at an affordable price.

### More information

Iconic Barcelona

## TEXT

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Infonomia provides integrated services for innovation to public and private sector clients from all areas. Founded in 2000, the organization is based on a network of 25,000 dynamic professionals from 100 countries.

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