



| Summary of the cases of Product Service System    |                         |  |             |                       |
|---|-------------------------|--|-------------|-----------------------|
| Company/project                                   | Location                | Type of PSS                              | Target      | Sector                |
| Aboneobio   | France                  | Services directly linked to the products | B2C         | Health and beauty     |
| Urban food  | Experimentation/project | Advice and consultancy services          | B2B and B2C | Food processing       |
| All Inclusive Miete                               | Austria                 | Product leasing                          | B2C         | Electrical appliances |
| Allegrini: Casa Quick                             | Italy                   | Services directly linked to the products | B2C         | Hygiene and cleaning  |
| Shop fitting ( Menuiserie Beneens)                | Belgium                 | Advice and consultancy services          | B2B         | Office and computing  |
| AMG Energia - solar heat service/ BIOM in Belgium | Italy/ Belgium          | The operational result                   | B2B         | Energy                |
| Apetito   | Italy                   | Services directly linked to the products | B2C         | Food processing       |
| Serviced apartments                               | Experimentation/project | Services directly linked to the products | B2C         | Accommodation         |
| Food workshops                                    | Experimentation/project | Advice and consultancy services          | G2C         | Food processing       |
| AURO ('surface maintenance contract')             | Austria                 | The operational result                   | B2B         | Furniture             |
| Be park   | Benelux                 | Pooled product                           | B2B         | Transport             |
| BIMBY   | France                  | Advice and consultancy services          | B2C         | Construction          |
| Blue bike ( OV-fiets in the Netherlands)          | Belgium                 | Rented or shared product                 | B2C         | Transport             |
| Brastemps Water Purifier                          | USA                     | Rented or shared product                 | B2C         | Electrical appliances |
| Burodep   | Brussels                | Rented or shared product                 | B2B         | Office and computing  |
| Burotel   | Brussels                | Rented or shared product                 | B2B         | Office and computing  |
| Urban trollies                                    | Experimentation/project | Pooled product                           | B2C         | Transport             |
| Car2Go (Business Innovation at Daimler AG)        | Germany                 | Rented or shared product                 | B2C         | Transport             |
| Carsharing- cambio                                | Belgium                 | Rented or shared product                 | B2B and B2C | Transport             |
| Citélib - Alpes-AutoPartage                       | France                  | Rented or shared product                 | B2C         | Transport             |
| CMDU  | France                  | Mixed                                    | B2B and B2C | Transport             |
| Cofely (GDF SUEZ)                                 | France                  | The operational result                   | B2B         | Energy                |
| Collecto  | Belgium                 | Rented or shared product                 | B2C         | Transport             |
| Compagnons Bâisseurs                              | France                  | Advice and consultancy services          | B2B and B2C | Construction          |
| Green concierge                                   | Experimentation/project | Advice and consultancy services          | B2B and B2C | Accommodation         |
| Eco Tribu nappies                                 | Brussels                | Rented or shared product                 | B2C         | Hygiene and cleaning  |
| Desso   | Netherlands             | Advice and consultancy services          | B2B and B2C | Furniture             |
| Diddi & Gori – Recyclable Textile Flooring        | Italy                   | The operational result                   | B2C         | Events                |

|                                    |                     |  |             |                       |
|------------------------------------|---------------------|--|-------------|-----------------------|
| Dimdom                             | France              | Rented or shared product                 | B2C         | Leisure               |
| Dollar shave club                  | USA                 | Rented or shared product                 | B2C         | Hygiene and cleaning  |
| Drive me                           | France              | Rented or shared product                 | B2C         | Transport             |
| Ecocup                             | France              | Rented or shared product                 | B2B and B2C | Events                |
| Ecohuis                            | Belgium             | Advice and consultancy services          | B2C         | Construction          |
| Econation                          | Belgium             | Pay per unit of service                  | B2B         | Energy                |
| Electrolux                         | Sweden              | The operational result                   | B2C         | Electrical appliances |
| Elis                               | France              | Rented or shared product                 | B2B         | Ready to wear         |
| Social and solidarity store        | France              | Services directly linked to the products | B2C         | Food processing       |
| Floow2                             | Netherlands         | Rented or shared product                 | B2B         | Various               |
| FOURAGE-CTI                        | France (Nantes)     | The operational result                   | B2B         | Food processing       |
| GASAP                              | Brussels            | Services directly linked to the products | B2C         | Food processing       |
| Gax (SaaS (Software as a Service)) | France              | Advice and consultancy services          | B2B         | Office and computing  |
| I-pot                              | Japan               | Services directly linked to the products | B2C         | Electrical appliances |
| Interface                          | USA                 | The operational result                   | B2B         | Office and computing  |
| Kaeser                             | Germany             | Pay per unit of service                  | B2B         | Industrial utilities  |
| Klüber: S.A.T.E.                   | Germany             | Services directly linked to the products | B2B         | Industrial utilities  |
| Koppert - biological control       | International       | Pay per unit of service                  | B2B         | Food processing       |
| L'Art en Loc                       | France              | Rented or shared product                 | B2C         | Leisure               |
| Battery rental for electric cars   | Europe              | Product leasing                          | B2C         | Transport             |
| Tackling waste                     | France              | Services directly linked to the products | B2B and B2C | Food processing       |
| Michelin                           | International       | Pay per unit of service                  | B2B         | Transport             |
| Mud Jeans                          | Netherlands/Belgium | Rented or shared product                 | B2C         | Ready to wear         |
| Nearly new office facilities       | Belgium             | The operational result                   | B2B         | Office and computing  |
| Object library                     | USA                 | Pooled product                           | C2B2C       | Various               |
| Parkatmyhouse                      | International       | Rented or shared product                 | C2B2C       | Transport             |
| Pay-for-lux (Philips)              | Germany             | The operational result                   | B2B         | Energy                |
| Peugeot mu                         | International       | Rented or shared product                 | B2C         | Transport             |
| PFI Street lighting                | UK                  | The operational result                   | B2B         | Energy                |
| Philips Omnidagnost                | USA                 | Rented or shared product                 | B2B         | Industrial utilities  |
| Priva (TC ENERGY)                  | Belgium             | Services directly linked to the products | B2B         | Energy                |

|  |                         |  |             |                      |
|--|-------------------------|--|-------------|----------------------|
| Renac  | Canada                  | Rented or shared product                 | B2C         | Education            |
| Safechem (Dow Chemical)  | Germany                 | Pay per unit of service                  | B2B         | Industrial utilities |
| Sekisui  | Japan                   | Services directly linked to the products | B2B and B2C | Construction         |
| Collaborative neighbourhood services                                       | Europe                  | Rented or shared product                 | C2B2C       | Various              |
| Share Desk   | International           | Pooled product                           | B2B         | Office and computing |
| SR Technics  | International           | Pay per unit of service                  | B2B         | Industrial utilities |
| Starway CO (e-star pack)   | Japan                   | Product leasing                          | B2C         | Various              |
| Steelcase  | USA                     | Advice and consultancy services          | B2B         | Office and computing |
| Swapstyle  | International           | Rented or shared product                 | C2B2C       | Ready to wear        |
| Tabachem (Research project, inter chemical company)                        | Belgium                 | The operational result                   | B2B         | Industrial utilities |
| TAC Energy Solutions by scheinerd electric - ESCO (Energy Service Company) | Sweden                  | The operational result                   | B2B         | Energy               |
| The amazings   | UK                      | Mixed                                    | C2B2C       | Education            |
| The sharehood  | International           | Rented or shared product                 | C2B2C       | Various              |
| Transforming unsold produce  | Experimentation/project | Mixed                                    | B2B         | Food processing      |
| Tri-Vizor  | Belgium                 | Pay per unit of service                  | B2B         | Transport            |
| Union - Ecoquartier  | Lilles                  | Mixed                                    | B2B and B2C | Transport            |
| Urban farming  | Australia               | Pooled product                           | B2C         | Food processing      |
| Vertchezvous   | France                  | Mixed                                    | B2B         | Transport            |
| Villo  | Europe                  | Rented or shared product                 | B2C         | Transport            |
| Volle wagens   | Flanders                | Rented or shared product                 | C2B2C       | Transport            |
| XeroX  | International           | Pay per unit of service                  | B2B         | Office and computing |
| Zen car (Electrabel action)  | Belgium                 | Rented or shared product                 | B2C         | Transport            |
| Zilok  | France                  | Rented or shared product                 | C2B2C       | Various              |

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|---|--|
|   |  |
| <b>Company name</b>   | Aboneobio  |
| <b>Company size (Micro-entity/SME/Large company)</b>  | Micro-entity   |
| <b>sphere of functionality</b>  | Care and beauty  |
| <b>Customer approach (b2b/b2c/C2C)</b>  | B2C  |
| <b>Geographic scope</b>   | France   |
| <b>DESCRIPTION OF THE SOLUTION</b>  |  |
| <b>Type of PSS solution (product, use, result)</b>  | <b>Services directly linked to the products</b>  |
| <b>Description of the solution</b>  | A subscription solution which makes it possible to cover a family's needs for a year, in bio-certified cosmetics and environmentally-friendly products for the home, using well-known brands. In practice, this involves a platform (website) which allows the consumer to order the products he needs for the year. The company manages the stocks (by supplying the consumers on a regular basis during the year) and offers varying reductions depending on the quantities ordered. |
| <b>Implementation context</b>   | Promotes access to organic, environmentally-friendly products in a context in which their cost is often highlighted as being a barrier to marketing them.  |
| <b>ADDITIONAL INFORMATION</b>   |  |
| <b>Qualitative evaluation in terms of sustainability</b>  |  |
| <b>Market potential</b>   | International  |
| <b>Financial arrangement</b>  |  |
| <b>Levers for implementation</b>  |  |
| <b>CONTACT</b>  |  |
| <b>company contact details</b>  |  |
| <b>Internet link</b>  | <a href="http://www.aboneobio.com/concept_aboneobio.php">http://www.aboneobio.com/concept_aboneobio.php</a>  |

# Urban food



|   |   |
|---|---|
| <b>Company name</b>                                 | Experimentation/project   |
| <b>sphere of functionality</b>                      | Food processing   |
| <b>Customer approach (b2b/b2c/C2C)</b>              | C2B2C   |
| <b>DESCRIPTION OF THE SOLUTION</b>                  |   |
| <b>Type of PSS solution (product, use, result).</b> | <b>Advice and consultancy services</b>  |
| <b>Description of the solution</b>                  | <p>"Urban food" is a platform for intensifying resilience as regards food production and preparation in cities by bringing individuals into contact with one another, managing exchanges and monitoring and controlling the relationships between the users.</p> <p>In practice, the platform can bring into contact:</p> <ul style="list-style-type: none"> <li>- owners who would like to put their gardens into production (pooling of vegetable gardens);</li> <li>- cooks in search of eaters looking for small, "home-made" meals near them;</li> <li>- etc.</li> </ul> <p>The platform is remunerated upon each micro-transaction, it increases overall the food efficiency of the cities and generates the jobs needed for its operation.</p> |
| <b>Implementation context</b>                       | <p>The platform is based on various projects connected with improving the quality of the food of the urban population, such as:</p> <ul style="list-style-type: none"> <li>- setting up a network of urban vegetable gardens;</li> <li>- exchanging home-cooked meals (Food Communities in the United States or visit <a href="http://www.super-marmite.com">www.super-marmite.com</a> in France);</li> <li>- sharing the social interaction of a meal (<a href="http://colunching.com">colunching.com</a>);</li> <li>- etc.</li> </ul>   |
| <b>CONTACT</b>                                      |   |
| <b>Internet link</b>                                | <p><a href="http://www.super-marmite.com/">http://www.super-marmite.com/</a></p> <p><a href="http://www.colunching.com">http://www.colunching.com</a></p>   |

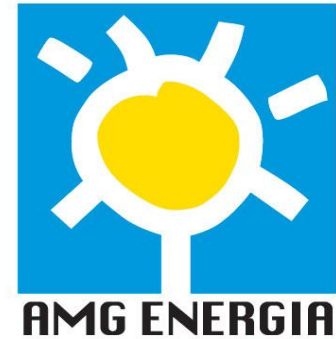
# Casa Quick



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|--|---|
| <b>Company name</b>                                      | Allegrini   |
| <b>Company size (Micro-entity/SME/Large company)</b>     |   |
| <b>sphere of functionality</b>                           | Hygiene and cleaning  |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | B2C   |
| <b>Geographic scope</b>                                  | Italy   |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |   |
| <b>Type of PSS solution (product, use, result).</b>      | <b>Services directly linked to the products</b>   |
| <b>Description of the solution</b>                       | In 1998, the company Allegrini set up CASA QUICK, a delivery service for biodegradable detergents. A van travels round the town and stops at various points to allow the customers to come and obtain supplies of detergents using refillable containers. Seven different products are offered to the customers.                              |
| <b>Implementation context</b>                            | Allegrini has developed a new range of environmentally-friendly products and this distribution method has proved very effective. It builds customer loyalty, and home delivery means the customer does not have to go and look for other suppliers. In addition, thanks to the reuse of the container, the price of the detergent is reduced. |
| <b>ADDITIONAL INFORMATION</b>                            |   |
| <b>Qualitative evaluation in terms of sustainability</b> | The environmental benefits are linked to an optimisation of the distribution of the product in terms of transport and packaging. The containers are reusable and their management is the responsibility of Allegrini. There is therefore a significant reduction in waste.  |
| <b>Alternative to the product approach</b>               | Instead of going to the supermarket and buying one's product with single-use packaging, the customer receives home delivery with reuse of the container.  |
| <b>CONTACT</b>   |   |
| <b>Internet link</b>                                     | <a href="http://www.allegrini.com/">http://www.allegrini.com/</a>   |

| <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="font-size: 2em; font-weight: bold;">All Inclusive Miete</div> <div style="text-align: right;">  <div style="font-size: 3em; font-weight: bold; color: red;">BOSCH</div> </div> </div> |   |
|--|---|
| <b>Company name</b>  | Bosch   |
| <b>Company size (Micro-entity/SME/Large company)</b>   | Large company   |
| <b>Sphere of operation</b>   | Electrical appliances   |
| <b>Customer approach (b2b/b2c/C2C)</b>   | B2C   |
| <b>Geographic scope</b>  | Germany   |
| <b>DESCRIPTION OF THE SOLUTION</b>   |   |
| <b>Type of PSS solution (product, use, result).</b>  | <b>Rented or shared product</b>   |
| <b>Description of the solution</b>   | <p>Leasing of electrical appliances. The customer pays a global rental which includes the rental of the appliance, the maintenance and the necessary supplies (detergent, filter, etc.). The appliances offered for rental are:</p> <ul style="list-style-type: none"> <li>- Washing machine</li> <li>- Tumble dryer</li> <li>- Dishwasher</li> <li>- Refrigerator</li> <li>- Oven</li> <li>- Vacuum cleaner</li> <li>- Espresso machine</li> </ul> |
| <b>ADDITIONAL INFORMATION</b>  |   |
| <b>Qualitative evaluation in terms of sustainability</b>   | The appliances offered all have good energy efficiency (A++). However, there is no specific communication concerning an environmental approach (no communication on the nature of the supplies (detergent, etc.), for instance).  |
| <b>Financial arrangement</b>   | The customer pays a monthly rental which varies between 22€ (washing machine) and 8€ (vacuum cleaner) per month. The contracts offered have a duration of 5 years.  |
| <b>Alternative to the product approach</b>   | The customer can enjoy the latest electrical appliances without having to think about the investments linked to the purchase of the product. The repairs are included in the rental.  |
| <b>CONTACT</b>   |   |
| <b>Company contact details</b>   | MITTELSTANDSKREIS Handels-GmbH<br><br>Bahnhofstraße 37<br>4802 Ebensee<br><br>TEL 06133 / 45 60<br>FAX 06133 / 45 65<br><br>zentrale@mittelstandskreis.at<br><a href="http://www.mietenstattkaufen.info">http://www.mietenstattkaufen.info</a>  |
| <b>Internet link</b>   | <a href="http://www.mietenstattkaufen.info">http://www.mietenstattkaufen.info</a>   |

# AMG Solar Heat



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|--|---|
| <b>Company name</b>                                      | AMG Energia SpA   |
| <b>Company size (Micro-entity/SME/Large company)</b>     | Large company   |
| <b>sphere of operation</b>                               | Energy  |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | B2B   |
| <b>Geographic scope</b>                                  | Italy   |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |   |
| <b>Type of PSS solution (product, use, result).</b>      | <b>Pay per unit of service</b>  |
| <b>Description of the solution</b>                       | The 'solar heat service' is a service which consists in selling heat as a finished product. Hot water is produced via various pieces of equipment which combine the different energy sources, such as biogas, solar energy, etc. The equipment is designed to maximise the production via solar energy. |
| <b>Implementation context</b>                            | The first initiative (Tennis Club factory in Viale del Fante) was launched in Italy by a public service company, demonstrating innovation, It won the Eurosolar prize and was involved in the "Renewable Energy Partnership" organised by the Directorate-General of Energy of the European Commission. |
| <b>ADDITIONAL INFORMATION</b>                            |   |
| <b>Qualitative evaluation in terms of sustainability</b> | The supplier must ensure thermal kWh production at the lowest cost and therefore improve the energy efficiency of its production equipment and promote the use of renewable energies.   |
| <b>Alternative to the product approach</b>               | Instead of paying for gas or electricity consumption, the customer pays for his thermal kWh consumption.  |
| <b>Levers for implementation</b>                         | Based on the AMG initiative, the Italian government has set up a arrangement to finance 30% of the capital costs of similar programmes.   |
| <b>CONTACT</b>   |   |
| <b>company contact details</b>                           | AMG Energia SpA<br>Via Amm. Gravina, 2/E<br>90139 Palermo<br>Italy<br>Tel. +39 0917435 207 – 272<br>azienda@amg.pa.it   |
| <b>Internet link</b>                                     | <a href="http://www.amgenergia.it/">http://www.amgenergia.it/</a>   |



# Apetito - Zeitsprung




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| <b>Company name</b>                                  | Apetito  |
| <b>Company size (Micro-entity/SME/Large company)</b> | Large company  |
| <b>sphere of operation</b>                           | Food processing  |
| <b>Customer approach (b2b/b2c/C2C)</b>               | B2C  |
| <b>Geographic scope</b>                              | Netherlands, Germany and the UK  |
| <b>DESCRIPTION OF THE SOLUTION</b>                   |  |
| <b>Type of PSS solution (product, use, result).</b>  | <b>Services directly linked to the products</b>  |
| <b>Description of the solution</b>                   | <p>Apetito is one of the large European companies supplying frozen meals and catering services. As part of its service offering home delivery of meals to the elderly, Apetito has developed the Zeitsprung range: a range of frozen meals to be reheated using a microwave. Each week, the customer chooses his meals from the catalogue. Apetito then delivers these meals to the customer. A number between 1 and 30 is printed on the packaging. The customers simply tap this number into the microwave (designed by Sharp) which is then programmed to reheat the meal with the appropriate power and duration. Apetito sells the microwaves to its customers.</p> |
| <b>Implementation context</b>                        | <p>Frozen meals to be reheated in the microwave offer a number of advantages in the context of home delivery for the elderly: the customers have access to a wide selection of meals, and these meals retain their nutritional value. However, frozen meals can present a problem for a customer who does not know how to use the microwave correctly (poor use can lead to deterioration in the quality of the meal). It was on the basis of this observation that Apetito launched the Zeitsprung range.</p>   |
| <b>CONTACT</b>                                       |  |
| <b>company contact details</b>                       |  |
| <b>Internet link</b>                                 | <a href="http://fr.apetito.com">http://fr.apetito.com</a>  |



# Serviced apartment



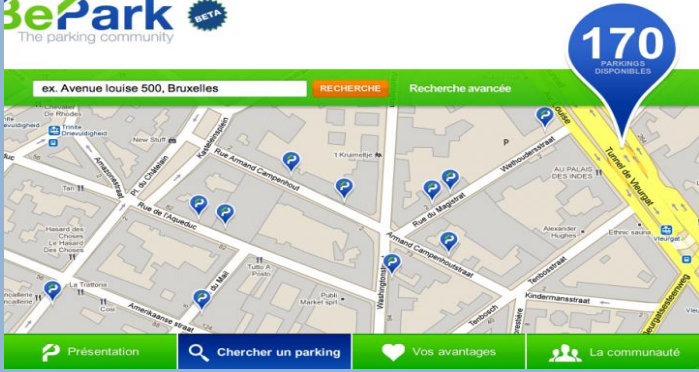
|  |   |
|--|---|
| <b>Company name</b>                                  | Serviced apartment in town  |
| <b>Company size (Micro-entity/SME/Large company)</b> | Experimentation/project   |
| <b>sphere of operation</b>                           | Accommodation   |
| <b>Customer approach (b2b/b2c/C2C)</b>               | B2C   |
| <b>Geographic scope</b>                              |   |
| <b>DESCRIPTION OF THE SOLUTION</b>                   |   |
| <b>Type of PSS solution (product, use, result).</b>  | <b>Services directly linked to the products</b>   |
| <b>Description of the solution</b>                   | <p>"Serviced apartment in town" is a platform which offers a range of services based around traditional apartments in the town centre. The services are aimed at facilitating daily life for the elderly. Moreover, the platform enables elderly people to continue living at home (as opposed to in a nursing home).</p> <p>Starting from this basic principle, the platform provides the pooling of services (shopping, repeat prescriptions, meal preparation, laundry services, DIY, etc.). Among other things, the solution makes it possible to retain a degree of independence (thanks, in particular, to the proximity of the businesses in the urban environment) and social interaction (organisation of services between individuals and their neighbours) while reducing the costs (economy of scale, mobility of the elderly) and creating local jobs (home help/carer).</p> |
| <b>Implementation context</b>                        | <p>"Serviced apartment" is based on the "diffuse home" concept in an urban environment, namely a partnership between social landlord, public authorities and medicalised service provider organising a residential facility for the elderly, spread across the town centre, generally made up of a series of apartments equipped/adapted for people with reduced mobility or with a slight handicap and an apartment for a home help/carer (and his or her family) providing the services to the various elderly people.</p>  |

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| <h1>Food workshops</h1>  |   |
| <b>Company name</b><br><b>Company size (Micro-entity/SME/Large company)</b><br><b>sphere of operation</b><br><b>Customer approach (b2b/b2c/C2C)</b><br><b>Geographic scope</b> | Food workshops<br>Experimentation/project<br>Food processing<br>G2C  |
| <b>DESCRIPTION OF THE SOLUTION</b><br><b>Type of PSS solution (product, use, result).</b><br><b>Description of the solution</b>  | <b>Advice and consultancy services</b><br><br>"Food workshops" offer a programme of weekly activities based around diet and economical, healthy, sustainable and multicultural cooking aimed at transforming family food practices, particularly for deprived households.<br>"Food workshops" takes its inspiration from the "Food Challenges" operation run by the Commune of Etterbeek ( <a href="http://www.etterbeek.irisnet.be">http://www.etterbeek.irisnet.be</a> ), which brings together a dozen volunteer families to take part in a number of food-based activities over a period of 6 months. "Food workshops" offer a similar permanent approach aimed at a series of economic, dietary and environmental benefits and opportunities to explore food culture. The economic model assumes public financing and a commitment from the families who have benefited from the workshops to pass on their knowledge by becoming involved in talking about their experiences and what they have learned. |
| <b>CONTACT</b><br>company contact details<br>Internet link   |  |

**Auro**



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| <b>Company name</b>                                      | AURO   |
| <b>Company size (Micro-entity/SME/Large company)</b>     | Large company  |
| <b>sphere of operation</b>                               | furnishing   |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | B2B  |
| <b>Geographic scope</b>                                  | Germany, France, Belgium and Luxembourg  |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |  |
| <b>Type of PSS solution (product, use, result).</b>      | <b>Pay per unit of service</b>   |
| <b>Description of the solution</b>                       | AURO offers the customer a "surface maintenance contract" which supplies a certain treated surface and takes care of maintaining and preserving the quality of this surface. The end result is expressed in terms of the area (m <sup>2</sup> ) of surface treated rather than the kg of paint purchased.                                      |
| <b>Implementation context</b>                            | The company AURO specialises in environmentally-friendly paints, impregnations, coatings and glues, and in the corresponding cleaning and maintenance products. The idea of developing a "surface management contract" system arose in order to overcome the problem of competitiveness between the natural paints on the market (high price). |
| <b>ADDITIONAL INFORMATION</b>                            |  |
| <b>Qualitative evaluation in terms of sustainability</b> | The products used to treat the surfaces are all natural (as opposed to chemical paints). Auro is, moreover, involved in supplying and applying the products. Consequently, it has the necessary expertise for choosing the right product for the right surface.  |
| <b>Alternative to the product approach</b>               | Alternative to purchasing paint.   |
| <b>CONTACT</b>   |  |
| <b>company contact details</b>                           | AURO Pflanzenchemie AG<br>Alte Frankfurter Straße 211<br>D-38122 Braunschweig<br>Germany<br>Tel: +49 (531) 28141-0   |
| <b>Internet link</b>                                     | <a href="http://www.auro.de">http://www.auro.de</a>  |

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| <h1>Be park</h1>   |    |
| <b>Company name</b>                                      | Be Park  |
| <b>Company size (Micro-entity/SME/Large company)</b>     | SME  |
| <b>sphere of operation</b>                               | Transport  |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | B2C  |
| <b>Geographic scope</b>                                  | Benelux  |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |  |
| <b>Type of PSS solution (product, use, result).</b>      | <b>Rented or shared product</b>  |
| <b>Description of the solution</b>                       | <p>Be Park, with its innovative concept of "parksharing", makes available to motorists the parking spaces at hotels, supermarkets and other underused car parks. Thanks to the automated parking management system, the customer is able, with the help of his telephone, locate, access, book and pay for the Be Park parking. If he so wishes, the customer can book and access a parking space in less than 30 seconds using the telephone.</p> |
| <b>Implementation context</b>                            | <p>It was on the basis of the parksharing concept that already existed in many cities worldwide that the company Be Park was launched. The development took two years: setting up access controllers in all the automatic barriers of the partner organisations, developing the system for managing opening times and customer recognition, and providing access via mobile phone or call centres.</p>   |
| <b>ADDITIONAL INFORMATION</b>                            |  |
| <b>Qualitative evaluation in terms of sustainability</b> | Use of underused parking spaces  |
| <b>Market potential</b>                                  | 1352 spaces in 20 car parks in 8 cities in Benelux.  |
| <b>Levers for implementation</b>                         | <p>The Be Park tariffs are in the order of 15-20% cheaper than traditional parking spaces and the monthly season tickets up to 50% cheaper than renting a lock-up garage.</p>  |
| <b>CONTACT</b>   |  |
| company contact details                                  |  |
| Internet link  | <a href="http://www.bepark.be">http://www.bepark.be</a>  |



# BIMBY



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| <b>Company name</b>                                      | ANR BIMBY (Build In My Backyard) research project  |
| <b>Company size (Micro-entity/SME/Large company)</b>     | Experimentation/project  |
| <b>sphere of operation</b>                               | construction   |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | C2B2C  |
| <b>Geographic scope</b>                                  | Experimentations in France   |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |  |
| <b>Type of PSS solution (product, use, result).</b>      | <b>Advice and consultancy services</b>   |
| <b>Description of the solution</b>                       | BIMBY is a platform for mediation between town centre owners, local authorities and small construction companies to promote the processes of urban densification. The project, financed by the <i>Agence Nationale de la Recherche</i> [National Research Agency], is based on the observation that owning real estate in the urban/peri-urban environment constitutes dead capital. Yet densification of housing would make it possible to optimise this capital. A residents' consultation process has been trialled in several municipalities. In particular, a consultation with architects is offered to owners in order to visualise the construction of an additional dwelling on their plot and to assess the benefits they could derive from it. 60% of the participants are in favour. They are driven by a wide range of motivations: receiving rental income, financing their children's education or their own old age, creating business premises, providing accommodation for their children or elderly parents, etc. |
| <b>Implementation context</b>                            | Project supported by the <i>Agence Nationale de la Recherche</i> (Sustainable Towns 2009 call for projects) and led by David Miet (CETE Ile-de-France) and Benoit Le Foll (CETE Normandie-Centre). Institutions: Metropolitan Communities of Saint-Quentin-en-Yvelines (CASQY) and of Rouen (CREA), CAUE of Eure, RIVES (ENTPE) and LATTS (ENPC) laboratories, <i>Ecoles Nationales Supérieures</i> [Higher Educational Colleges] of Architecture of Rouen, Marseilles and Paris Belleville, PNR of Haute Vallée de Chevreuse, communes of Tremblay-sur-Mauldre and Les Essarts-le-Roi, ADEME <i>Région Centre</i> [Centre Region], <i>Agence d'urbanisme</i> [Town-Planning Agency] of Tours, CAUE of Loiret.   |
| <b>ADDITIONAL INFORMATION</b>                            |  |
| <b>Qualitative evaluation in terms of sustainability</b> | There are many benefits of urban densification: less time wasted on transport due to the living, working and leisure places being closer together, better rates of public transport use, less pressure on the environment from the suburbs, strengthening of social links, energy savings (transport, heating, etc.), densification of the local networks and services.  |
| <b>CONTACT</b>   |  |
| <b>company contact details</b>                           | David Miet, david.miet@gmail.com; Benoit Le Foll, benoit.lefol@gmail.com   |
| <b>Internet link</b>                                     | <a href="http://www.bimby.fr">www.bimby.fr</a>   |



# Blue Bike





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| <b>Company name</b>                                  | Blue-mobility  |
| <b>Company size (Micro-entity/SME/Large company)</b> | Large company  |
| <b>sphere of operation</b>                           | Transport  |
| <b>Customer approach (b2b/b2c/C2C)</b>               | B2C  |
| <b>Geographic scope</b>                              | Belgium  |
| <b>DESCRIPTION OF THE SOLUTION</b>                   |  |
| <b>Type of PSS solution (product, use, result).</b>  | <b>Rented or shared product</b>  |
| <b>Description of the solution</b>                   | <p>Blue-bike is a system of shared bicycles (electric (available in 8 cities) and non-electric). The Blue-bike is available at 41 stations in Belgium. You have to present your membership card at the station's bike point, the card and the bike are scanned and the bike is released.</p> <p>You always have to bring the bike back to the station where it was rented. The bike is then re-registered.</p> |
| <b>Implementation context</b>                        | <p>Blue-bike is a project which has been developed in partnership with SNCB-Holding, ENCEO, SPF <i>mobilité et transport</i> [mobility and transport] and FIETSenWERK (the umbrella organisation for the social economy enterprises that are responsible for the bikes).</p>   |
| <b>CONTACT</b>                                       |  |
| company contact details                              | <a href="mailto:info@blue-bike.be">info@blue-bike.be</a>   |
| Internet link  | <a href="http://www.scotty.be/fr/sites/blue-bike">http://www.scotty.be/fr/sites/blue-bike</a>  |

# Whirlpool



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| <b>Company name</b>                                  | Whirlpool   |
| <b>Company size (Micro-entity/SME/Large company)</b> | Large company   |
| <b>sphere of operation</b>                           | Electrical appliances   |
| <b>Customer approach (b2b/b2c/C2C)</b>               | B2C   |
| <b>Geographic scope</b>                              | USA   |
| <b>DESCRIPTION OF THE SOLUTION</b>                   |   |
| <b>Type of PSS solution (product, use, result).</b>  | <b>Services directly linked to the products</b>   |
| <b>Description of the solution</b>                   | <p>The commercial principle is as follows. The consumer rents the purifier by paying a certain amount each month. In return, the company Whirlpool is responsible for the maintenance of the equipment (cleaning, any repairs, etc.), which is carried out in the home.</p> <p>When a part is replaced, the technicians send the part back to companies that specialise in recycling. Whirlpool also ensures that these parts are reused. The recyclability rate of the purifier is between 97% and 99%. As an example, the company recycled 98 tons of metal and plastic originating from the "Brastemp Water Purifier" in 2009.</p> |
| <b>Implementation context</b>                        | <p>Water purifiers have not had commercial success. Their purchase price seems to represent the principal barrier for the consumer. Whirlpool offers an innovative solution in order to facilitate their commercialisation.</p>   |
| <b>ADDITIONAL INFORMATION</b>                        |   |
| Internet link  | <a href="http://www.relatorioweb.com.br/whirlpool/en/node/66">http://www.relatorioweb.com.br/whirlpool/en/node/66</a>   |

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| <b>Company name</b>   | Burodep  |
| <b>Company size (Micro-entity/SME/Large company)</b>  | Micro-entity   |
| <b>sphere of operation</b>  | Office and Computing   |
| <b>Customer approach (b2b/b2c/C2C)</b>  | B2B  |
| <b>Geographic scope</b>   | Belgium  |
| <b>DESCRIPTION OF THE SOLUTION</b>  |  |
| <b>Type of PSS solution (product, use, result).</b>   | <b>Rented or shared product</b>  |
| <b>Description of the solution</b>  | Burodep has created a concept of fully equipped offices in former Belgian army warehouses (Tours & Taxi site). The company enables several companies to operate in the same environment. It covers the maintenance costs for any stores and also provides the furniture. |
| <b>Implementation context</b>   | Use of unoccupied spaces and rental of offices (fully equipped) in an exceptional space.   |
| <b>ADDITIONAL INFORMATION</b>   |  |
| <b>Internet link</b>  | <a href="http://www.gispén.com/en/projecten/2-services/17-tour-taxis/">http://www.gispén.com/en/projecten/2-services/17-tour-taxis/</a>  |

# Flex office

# BUROTEL™

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| <b>Company name</b>                                  | Burotel  |
| <b>Company size (Micro-entity/SME/Large company)</b> | Large company  |
| <b>sphere of operation</b>                           | Office and Computing   |
| <b>Customer approach (b2b/b2c/C2C)</b>               | B2B  |
| <b>Geographic scope</b>                              | Brussels   |
| <b>DESCRIPTION OF THE SOLUTION</b>                   |  |
| <b>Type of PSS solution (product, use, result).</b>  | <b>Rented or shared product</b>  |
| <b>Description of the solution</b>                   | <p>The Flex Office formula (also called coworking) is an office shared between various companies. It is made up of different work stations (furniture, telephone lines, internet access). Each person has his or her own work station, available during office hours with the configuration specifically personalised for this space. Coworking thus combines multifunctionality and economy and offers a common work space at a very attractive price. The company has access to all the services: internet, telephone line, unlimited tea and coffee, meeting rooms, reception services (faxes, photocopies, multilingual secretarial services, receiving post and faxes, sending post, etc.), etc. All from 295€ per month excluding VAT.</p> |
| <b>Implementation context</b>                        | <p>With more than 30 years' experience in renting offices in Brussels, Burotel can meet the most specialised personalised requirements. Burotel offers meeting spaces and furnished, equipped offices spread over two buildings in the business district of the capital of Europe.</p>   |
| <b>ADDITIONAL INFORMATION</b>                        |  |
| <b>CONTACT</b>                                       |  |
| company contact details                              | Burotel Headquarter<br>4 rue de la Presse<br>1000 Brussels   |
| Internet link  | <a href="http://www.burotel.be">http://www.burotel.be</a>  |

# Urban trolley service


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| <b>Company name</b>                                  | Urban trolley service  |
| <b>Company size (Micro-entity/SME/Large company)</b> | Experimentation/project  |
| <b>sphere of operation</b>                           | Transport  |
| <b>Customer approach (b2b/b2c/C2C)</b>               | B2C  |
| <b>Geographic scope</b>                              |  |
| <b>DESCRIPTION OF THE SOLUTION</b>                   |  |
| <b>Type of PSS solution (product, use, result).</b>  | <b>Product leasing</b>   |
| <b>Description of the solution</b>                   | <p>The urban trolley service operates like the bicycle rental systems and offers trolleys (weights/volumes that are difficult to carry) adapted to urban obstacles to transport shopping and other bulky items between storage points spread across the city. The urban trolley service facilitates and encourages living on foot in the urban environment and is capable of generating localised jobs in the management/maintenance of the service. The urban trolley service is based on the final-year project of Michael Schnell (Strate Collège, Paris) on distribution in cities of storage areas for the trolleys currently based in the supermarket car parks.</p> |
| <b>Implementation context</b>                        | <p>For urban trips over short distances, the solutions for transporting heavy or bulky goods are undeveloped.</p>  |
| <b>CONTACT</b>                                       |  |
| company contact details                              |  |
| Internet link  |  |

# Cambio



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| <b>Company name</b>                                      | Cambio   |
| <b>Company size (Micro-entity/SME/Large company)</b>     |  |
| <b>sphere of operation</b>                               | Transport  |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | B2B and B2C  |
| <b>Geographic scope</b>                                  | Belgium  |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |  |
| <b>Type of PSS solution (product, use, result).</b>      | <b>Rented or shared product</b>  |
| <b>Description of the solution</b>                       | Cambio is a car sharing company present in many towns throughout Belgium. The cars are available for rental from specific stations. Booking is possible by telephone or online: the cars can be borrowed for the desired duration.   |
| <b>Implementation context</b>                            | Cambio began in 2002 in Wallonia, then extended its activities to Brussels in May 2003 and in Flanders in 2004. The 15,000 or so Cambio users currently have access to more than 500 cars distributed between more than 220 stations in 27 Belgian towns.<br>Cambio owes its success to, among other things, close cooperation with the VAB automobile club and with the public transport companies De Lijn, STIB and TEC. Cambio car sharing is also very popular in the business world. Nearly 40% of the bookings involve business trips.   |
| <b>ADDITIONAL INFORMATION</b>                            |  |
| <b>Qualitative evaluation in terms of sustainability</b> | Cambio presents itself as an economical, practical and environmentally-friendly solution. The urban population is extremely dense: car sharing makes it possible to reduce the traffic, by making it faster and more efficient, with fewer vehicles. This approach eases the heavy urban traffic.  |
| <b>Market potential</b>                                  | Cambio is also present through its partners in Germany and Ireland and has more than 50,000 users and a fleet of some 1,500 cars.  |
| <b>Financial arrangement</b>                             | The local, regional and federal authorities contribute to the financing and support of the project and to the development of the network of stations.  |
| <b>Alternative to the product approach</b>               | Rather than owning a personal vehicle whose use is not optimised and which generates costs even when it is not being used (parking, garage, insurance, antisocial behaviour, etc.), the Cambio car sharer has the following advantages: <ul style="list-style-type: none"> <li>• No purchase of a vehicle to insure or to finance, no vehicle to resell,</li> <li>• No maintenance to be carried out</li> <li>• Permanent availability 24 hours a day, 7 days a week</li> <li>• Facilitated parking with reserved parking spaces,</li> <li>• Fuel included, insurance included and modular.</li> </ul> |
| <b>Levers for implementation</b>                         | It is thanks to the promotional activities of the public transport companies and to the benefits granted to the subscribers that the number of Cambio users is growing. SNCB-Holding became associated with the project at the end of 2009, thus finalising the collaboration with the public transport companies.   |
| <b>CONTACT</b>   |  |
| company contact details                                  | rue Thérésienne 7 . 1000 Brussels<br>Telephone +32 2 227 93 02 /Fax +32 2 505 40 49  |
| Internet link  | <a href="http://www.cambio.be">http://www.cambio.be</a>  |




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| <h1>Car2Go</h1>   |  |
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| <b>Company name</b>   | DAIMLER  |
| <b>Company size (Micro-entity/SME/Large company)</b>                                | Large company  |
| <b>sphere of operation</b>  | Transport  |
| <b>Customer approach (b2b/b2c/C2C)</b>  | B2C  |
| <b>Geographic scope</b>   | Germany, Canada, USA, Austria  |
| <b>DESCRIPTION OF THE SOLUTION</b>  |  |
| <b>Type of PSS solution (product, use, result).</b>                                 | <b>Rented or shared product</b>  |
| <b>Description of the solution</b>  | <p>Car2go is the name of an urban car sharing concept developed by the German motor manufacturer Daimler. Unlike traditional car rental, the Car2go vehicles, Smart Fortwo cars, can be used for a short period based on invoicing by the minute. Unlike classic car sharing, the vehicles are spread across the road network and so the rental takes place independently of fixed stations. The user can therefore freely decide the place of return.</p> |
| <b>Implementation context</b>   | <p>The system was the subject of two pilot projects in Ulm in Germany and in Austin in the United States during 2008 before being launched in these two cities in March and November 2009 respectively. Since April 2011, Car2g has also been available in Hamburg and, since 18 June 2011, in Vancouver.</p>  |
| <b>CONTACT</b>  |  |
| company contact details   |  |
| Internet link   | <a href="https://www.car2go.com/">https://www.car2go.com/</a>  |




# Multimodal Urban Distribution Centre



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| <b>Company name</b>                                  | The Port of Lille  |
| <b>Company size (Micro-entity/SME/Large company)</b> | Experimentation/project  |
| <b>sphere of operation</b>                           | Transport  |
| <b>Customer approach (b2b/b2c/C2C)</b>               | B2B  |
| <b>Geographic scope</b>                              | France   |
| <b>DESCRIPTION OF THE SOLUTION</b>                   |  |
| <b>Type of PSS solution (product, use, result).</b>  |  |
| <b>Description of the solution</b>                   | <p>The Port of Lille is the owner of a multimodal urban distribution centre (MUDC). The objective of the project is to receive goods via heavy modes of transport (water, road, rail,), process them (allot, unallot) then deliver them to the city centre. The project also aims to develop a "reverse logistics" process consisting in picking up the waste.</p>   |
| <b>Implementation context</b>                        | <p>The economic model of the MUDC seeks to combine 3 dimensions: offering a new range of services (reverse logistics, for example), reducing the negative external factors, and developing the performance of the existing services. The positive external factors to be identified are the impacts in terms of a reduction in the number of journeys linked to the transport of goods, particularly a reduction in the presence of heavy vehicles in towns (traffic jams, deterioration of the road surface), a possible reduction in accidents, a reduction in greenhouse gases and the impact on health. Once the external factors have been identified, these must be evaluated, then players found who are willing to fund some of the positive effects, in the light of their field of responsibility. The project unites numerous partners coordinated by the Port of Lille (managed by the CCI): information systems engineering, professionals in the fields of transport, logistics, distribution and commerce, institutional partners and local authorities, and academic research.</p> |
| <b>Levers for implementation</b>                     |  |
| <b>CONTACT</b>                                       |  |
| company contact details                              |  |
| Internet link  | <a href="http://www.cmdu.fr/">http://www.cmdu.fr/</a>  |

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| <h1>Cité lib</h1>  |  |
| <b>Company name</b>   | <i>Société Coopérative d'Intérêt Collectif</i> [Collective Interest Cooperative Society] (SCIC) Alpes-AutoPartage ☑  |
| <b>Company size (Micro-entity/SME/Large company)</b>  | SME  |
| <b>sphere of operation</b>  | Transport  |
| <b>Customer approach (b2b/b2c/C2C)</b>  | B2B and B2C  |
| <b>Geographic scope</b>   |  |
| <b>DESCRIPTION OF THE SOLUTION</b>  |  |
| <b>Type of PSS solution (product, use, result).</b>   |  |
| <b>Description of the solution</b>  | The SCIC Alpes-AutoPartage, which has around a hundred members to date, offers a fleet of vehicles to subscribed members. Cité lib also offers solutions for businesses (BtoB) with specific contracts ranging right up to the outsourcing of its fleet of vehicles. This BtoB business is, to date, essential for the financial equilibrium of the business.                          |
| <b>Implementation context</b>   | Cité lib is a brand of the <i>Société Coopérative d'Intérêt Collectif</i> (SCIC) Alpes-AutoPartage:<br>- Share capital of 300,000 €,<br>- 6 types of vehicle to meet the needs of everyone: private individuals and business users,<br>- Presence in 5 large cities in the Rhône-Alpes region (Grenoble, Saint-Étienne, Chambéry, Annecy, Aix-les-Bains.)                              |
| <b>ADDITIONAL INFORMATION</b>   |  |
| <b>Qualitative evaluation in terms of sustainability</b>  | This solution encourages residents to resort to the shared use of vehicles in addition to public transport or other soft mobility solutions. Moreover, it offers intermodality benefits and discounts with people holding season tickets for public transport, train and shared-use bikes. It also means one can become a member of the cooperative society with a five-year contract. |
| <b>Market potential</b>   | France has around 25 million private cars, and 7,000 people who are members of car sharing services.   |
| <b>Alternative to the product approach</b>  | Before: I purchase a car (cumbersome, expensive, little used) > a product which is personally owned and used. After: I subscribe to a mobility solution and I pay for the use I make of it. I can even become a member > shared use of a pooled, jointly owned product.  |
| <b>CONTACT</b>  |  |
| company contact details   |  |
| Internet link   | <a href="http://www.citelib.com/">http://www.citelib.com/</a>  |

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| <h1>Cofely (GDF Suez)</h1>                               |    |
| <b>Company name</b>                                      | GDF Suez   |
| <b>Company size (Micro-entity/SME/Large company)</b>     | Large company  |
| <b>sphere of operation</b>                               | Energy   |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | B2B  |
| <b>Geographic scope</b>                                  | France   |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |  |
| <b>Type of PSS solution (product, use, result).</b>      | <b>The operational result</b>  |
| <b>Description of the solution</b>                       | <p>The solution is an energy performance contract (EPC) under public-private partnership (PPP).</p> <p>To reduce significantly the environmental impact of the buildings it manages, a public body proposes to a group of businesses to finance, design and carry out energy performance works and then operate over a long period (15 to 20 years) the energy installations in these establishments.</p>  |
| <b>Implementation context</b>                            | <p>The Alsace Region initiated the first energy performance contract in France in 14 Alsace secondary schools representing an area of 300,000 m<sup>2</sup>. At the end of a year-long competitive dialogue process, the Regional Council of Alsace awarded the contract to the Group led by Cofely Services, an environmental and energy efficiency services company belonging to the GDF SUEZ Group, in association with the <i>Caisse des dépôts</i> [a state-run French trade bank] with the DIDEPPP (<i>Fonds d'investissement pour le développement des partenariats public-privé</i> [Public-private partnership investment and development fund]). The <i>Caisse d'épargne</i> [Savings Bank] of Alsace also supports the Group in setting up the financing.</p> |
| <b>ADDITIONAL INFORMATION</b>                            |  |
| <b>Qualitative evaluation in terms of sustainability</b> | <p>Concluded for 20 years, this pioneering contract began on 1 January 2010. It goes beyond the objectives of the Grenelle Environment Forum with an objective to reduce primary energy consumption by 3% for all secondary schools, and to reduce their greenhouse gas emissions by 65% and their supply using 40% renewable energies. Cofely Services is committed to quantified, measurable energy savings objectives throughout the life of the contract.</p> <p>The contract has a significant educational section in order to raise awareness of energy savings among secondary-school pupils and teachers. Their contribution and their behaviour are, in fact, essential in achieving the objectives fixed over the long term.</p>                               |
| <b>Financial arrangement</b>                             | <p>All these works represent an investment of 30 million euro. Cofely Services is associated with the <i>Caisse des dépôts</i> and the DIDEPPP, and with the <i>Caisse d'épargne</i> of Alsace for support for setting up the financing.</p>   |
| <b>Alternative to the product approach</b>               | <p>Moving from the sale of energy to an energy performance contract with commitment to quantified energy savings.</p>  |
| <b>Levers for implementation</b>                         | <p>This project fits into the context of a sustainable development charter specific to the eco-secondary schools in Alsace. Willingness of public decision-makers.</p>   |
| <b>CONTACT</b>   | Cofely service - GDF Suez  |
| company contact details                                  | France   |
| Internet link  | <a href="http://www.cofelyservices-gdfsuez.fr/">http://www.cofelyservices-gdfsuez.fr/</a>  |

# Collecto



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| <b>Company name</b>                                  | Public service  |
| <b>Company size (Micro-entity/SME/Large company)</b> |   |
| <b>sphere of operation</b>                           | Transport   |
| <b>Customer approach (b2b/b2c/C2C)</b>               | B2C   |
| <b>Geographic scope</b>                              | Brussels-Capital Region   |
| <b>DESCRIPTION OF THE SOLUTION</b>                   |   |
| <b>Type of PSS solution (product, use, result).</b>  | <b>Rented or shared product</b>   |
| <b>Description of the solution</b>                   | Collecto is a collective taxi service available 7 days a week between 23.00hrs and 06.00hrs across the entire Brussels-Capital Region. Collecto currently offers more than 200 departure points (situated at the STIB bus stops). Collecto is very flexible: get in at a given Collecto stop and get out at the chosen address within the limits of the Brussels region. Collecto is also cheap: 6 € per person per journey, STIB users pay only 5 €. |
| <b>Implementation context</b>                        | The collective taxis supplement the night bus network offered by STIB at weekends (Noctis).   |
| <b>CONTACT</b>                                       |   |
| Internet link  | <a href="http://www.bruxellesmobilite.irisnet.be">http://www.bruxellesmobilite.irisnet.be</a>   |



# Compagnons Bâisseurs

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| <b>Company name</b>                                  | Compagnons Bâisseurs   |
| <b>Company size (Micro-entity/SME/Large company)</b> |  |
| <b>sphere of operation</b>                           | Construction   |
| <b>Customer approach (b2b/b2c/C2C)</b>               | C2B2C  |
| <b>Geographic scope</b>                              | Marseilles, France   |
| <b>DESCRIPTION OF THE SOLUTION</b>                   |  |
| <b>Type of PSS solution (product, use, result).</b>  | <b>Advice and consultancy services</b>   |
| <b>Description of the solution</b>                   | <p>The Compagnons Bâisseurs Provence is an association which focuses on supporting DIY renovation and consumption-reduction services in the field of housing for disadvantaged people. An assessment in the home identifies the points for which the owner and the lessee are responsible. The selection of works to be carried out is covered by the signing of an intervention protocol between the family and the association guaranteeing the undertaking and the intervention procedures.</p> <p>The Compagnons Bâisseurs Provence were awarded the AGIR prize for energy in the PACA region, France, in 2008.</p> <p>The Compagnons Bâisseurs ensures participative eco-renovation combined with transformation of lifestyles. It assumes public cofinancing but ensures a renovation cost and a dissemination of sustainable lifestyles at reduced costs. It also generates local jobs.</p> |
| <b>Implementation context</b>                        | <p>The Compagnons Bâisseurs have exported their services beyond the French borders and particularly in Belgium.</p>  |
| <b>CONTACT</b>                                       |  |
| <b>company contact details</b>                       |  |
| <b>Internet link</b>                                 | <a href="http://www.compagnonsbatisseurs.be">http://www.compagnonsbatisseurs.be</a>  |

# Concierge Vert

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|--|---|
| <b>Company name</b>                                  | Business concierge services companies   |
| <b>Company size (Micro-entity/SME/Large company)</b> | Experimentation/project   |
| <b>sphere of operation</b>                           |   |
| <b>Customer approach (b2b/b2c/C2C)</b>               | B2B and B2C   |
| <b>Geographic scope</b>                              |   |
| <b>DESCRIPTION OF THE SOLUTION</b>                   |   |
| <b>Type of PSS solution (product, use, result).</b>  | <b>Advice and consultancy services</b>  |
| <b>Description of the solution</b>                   | <p>The Concierges Verts [Green Concierges] are social mediators responsible for stimulating quality of life and participation between individuals on the micro-local scale of a building or a district.</p> <p>The Concierge Vert acts as a vehicle for encouraging and activating social, sustainable life in the district. It is financed as a traditional concierge service and remunerated further for all additional services. The post may also be the subject of a public-private partnership. ☒</p>   |
| <b>Implementation context</b>                        | <p>The principle of the Concierge Vert is based both on the "business concierge service" model (all the everyday services made available to the employees of a company at their actual place of work: dry-cleaning, ironing, receiving parcels, selling bread, beauty care, car washing, delivery of flowers, childcare, DIY, gardening or any other service designed to facilitate the personal life of the employees). The concept is based, in particular, on ethical and environmentally-friendly concierge services. The service providers are selected in accordance with a specific specifications document in order to guarantee, naturally, the quality of the services provided but, in addition to this aspect, certainty for the subscribers that they are using structures or products which respect the logic of sustainable development.</p> <p>Furthermore, the principle of the Concierge Vert also draws its inspiration from the experiences of sustainable district mediators, eco-district centres, green brokers, etc. set up and subsidised by the local authorities in order to organise and lead the ecological transition at district level (resource centres, SEL, district greening, information sessions, awareness-raising operations, residents' parties and events, etc.)</p> |
| <b>CONTACT</b>                                       |   |
| company contact details                              |   |
| Internet link  | <a href="http://www.concierge-durable.com/">http://www.concierge-durable.com/</a>   |

# Eco tribu nappies



|  |  |
|--|--|
| <b>Company name</b>                                      | Eco tribu  |
| <b>Company size (Micro-entity/SME/Large company)</b>     | Micro-entity   |
| <b>sphere of operation</b>                               | Hygiene and cleaning   |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | B2C  |
| <b>Geographic scope</b>                                  | Brussels   |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |  |
| <b>Type of PSS solution (product, use, result).</b>      | <b>Rented or shared product</b>  |
| <b>Description of the solution</b>                       | A rental service and/or possibility of collection (by bicycle) and cleaning service for nappies. A single rental is possible.  |
| <b>Implementation context</b>                            | Alternative to the system of extremely polluting single-use nappies.   |
| <b>ADDITIONAL INFORMATION</b>                            |  |
| <b>Qualitative evaluation in terms of sustainability</b> | <p>Despite the washing, washable nappies compared with disposable nappies, consume:</p> <ul style="list-style-type: none"> <li>- 3.5 times less energy</li> <li>- 2.3 times less water</li> <li>- 8.3 times fewer non-renewable raw materials</li> <li>- 90 times fewer renewable raw materials.</li> </ul> <p>Industrial washing (very economical machines) reduces this impact even further.</p> |
| <b>Market potential</b>                                  | 80,000 children from 0 to 4 years across the Brussels-Capital Region. Extension of the model to other regions.   |
| <b>Alternative to the product approach</b>               | Purchase of a service to supply and wash environmentally-friendly fresh nappies instead of purchasing disposable nappies in supermarkets.  |
| <b>Levers for implementation</b>                         | Environmental pressure. Values.  |
| <b>CONTACT</b>   |  |
| company contact details                                  | <a href="mailto:dora@ecotribu.be">dora@ecotribu.be</a> / +32 (0)486 / 61 78 06   |
| Internet link  | <a href="http://www.ecotribu.be">http://www.ecotribu.be</a>  |



# Desso




The Floor is Yours

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|--|--|
| <b>Company name</b>                                  | Desso  |
| <b>Company size (Micro-entity/SME/Large company)</b> | Large company  |
| <b>sphere of operation</b>                           |  |
| <b>Customer approach (b2b/b2c/C2C)</b>               | B2C  |
| <b>Geographic scope</b>                              | Netherlands  |
| <b>DESCRIPTION OF THE SOLUTION</b>                   |  |
| <b>Type of PSS solution (product, use, result).</b>  | <b>Services directly linked to the products</b>  |
| <b>Description of the solution</b>                   | Desso produces carpets which are not harmful to human health or to the environment. The company has had a Cradle to Cradle® commitment since 2008. The Desso products are produced from "pure" components and are easy to disassemble. The objective is to facilitate the creation of new products (upcycling). To meet its C2C commitments, the company is going to set up a take-back system, enabling consumers to bring back their "worn" carpet, and then reintegrate these carpets into the production system via a recycling phase. |
| <b>Implementation context</b>                        | Implementation context of the C2C.   |
| <b>ADDITIONAL INFORMATION</b>                        |  |
| <b>Internet link</b>                                 | <a href="http://www.desso.com/Desso/EN/EN-Cradle-to-Cradle/EN-Cradle-to-Cradle-Cradle-to-Cradleampltsupampgtampltsupampgt.html">http://www.desso.com/Desso/EN/EN-Cradle-to-Cradle/EN-Cradle-to-Cradle-Cradle-to-Cradleampltsupampgtampltsupampgt.html</a>  |

# Recyclable Textile Flooring



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|--|---|
| <b>Company name</b>                                      | Didi and Gori   |
| <b>Company size (Micro-entity/SME/Large company)</b>     | SME   |
| <b>sphere of operation</b>                               | furnishing  |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | B2B   |
| <b>Geographic scope</b>                                  | Italy   |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |   |
| <b>Type of PSS solution (product, use, result).</b>      | <b>The operational result</b>   |
| <b>Description of the solution</b>                       | Digodream is the product-service offered by D&G. It consists in supplying a textile floor covering at temporary exhibitions/events. This covering is completely recyclable. It is installed by the company and collected and reused at the end of the event.  |
| <b>Implementation context</b>                            | <p>Didi &amp; Gori S.p.A. is a manufacturing company which specialises in the production of (textile) shoes and floor coverings. The company's objective is to create a manufacturing industry which uses totally recyclable, chemical-free products, implying a reduction in the use of raw materials.</p> <p>In Italy, in the context of exhibitions, the area of floor covering discarded after a single use can reach (with 123 exhibition centres) around 15 million square metres in one year. In order to avoid this problem by reducing the quantity of this waste, Diddi &amp; GORI has concentrated its research in the field of recyclable textile products intended for exhibition sites.</p> |
| <b>ADDITIONAL INFORMATION</b>                            |   |
| <b>Qualitative evaluation in terms of sustainability</b> | The objectives of the company are to reduce its impact on the environment by creating textiles from recycled materials and by reusing the waste products.   |
| <b>Alternative to the product approach</b>               | Instead of purchasing a temporary carpet for an event (exhibitions, shows, etc.), the customer purchases the floor covering service. The company takes care of installing and removing the covering. This is not the customer's responsibility.   |
| <b>CONTACT</b>   |   |
| company contact details                                  |   |
| Internet link  | <a href="http://www.diddigori.it">http://www.diddigori.it</a>   |

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|--|--|
| <h1>DIM DOM</h1>   |   |
| <b>Company name</b><br><b>Company size (Micro-entity/SME/Large company)</b><br><b>sphere of operation</b><br><b>Customer approach (b2b/b2c/C2C)</b><br><b>Geographic scope</b> | DimDom<br><br>Leisure<br>B2C<br>France and Luxembourg  |
| <b>DESCRIPTION OF THE SOLUTION</b><br><b>Type of PSS solution (product, use, result).</b><br><b>Description of the solution</b>  | <b>Rented or shared product</b><br><br>Customers can choose the toys they like from the catalogue. The toys are shipped within 24 hours and delivered within 48 hours direct to the customer who signs for them on delivery. All the parcels contain a return postage label so that the toys can be sent back without having to pay the shipping costs. The toys can be kept for an indefinite period. Toys which are to be exchanged are placed in the Dumdom box most recently received and the package has to be posted. After receipt of the exchange parcel, the customer receives a notification by email. He can then log on to his customer account and choose the next toys to be received. |
| <b>Implementation context</b>  | Play contributes to the development and flourishing of the child. To promote this, it is therefore very important to choose good quality toys. These are often expensive and as children grow up very quickly they often do not play with them for very long. Purchasing toys is therefore not always the best solution.   |
| <b>ADDITIONAL INFORMATION</b><br><b>Qualitative evaluation in terms of sustainability</b>  | Economical: With rental of the toys, if the child does not like one or more of the rented toys, they can be sent back and others received instead. In addition, it means that quality toys can be offered at attractive prices.<br><br>Environment: Renting toys is much more environmentally-friendly since the same toys are used by several different families. In this way, the number of toys (including their packaging) which end up on the rubbish tip is considerably reduced.  |
| <b>Financial arrangement</b>   | The customer takes out a subscription which costs between 29 and 39 € depending on the quantity of toys he wishes to order (5 toys every 1, 2 or 3 months).  |
| <b>CONTACT</b><br>company contact details<br>Internet link   | <br><br><br><a href="http://www.dimdom.fr/">http://www.dimdom.fr/</a>  |



# Dollar Shave Club



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|--|--|
| <b>Company name</b>                                  | Dollar shave club  |
| <b>Company size (Micro-entity/SME/Large company)</b> |  |
| <b>sphere of operation</b>                           | Hygiene and cleaning   |
| <b>Customer approach (b2b/b2c/C2C)</b>               | B2C  |
| <b>Geographic scope</b>                              | USA  |
| <b>DESCRIPTION OF THE SOLUTION</b>                   |  |
| <b>Type of PSS solution (product, use, result).</b>  | <b>Services directly linked to the products</b>  |
| <b>Description of the solution</b>                   | The customer takes out a subscription which provides him with a monthly delivery of his razor blades.  |
| <b>Implementation context</b>                        | Dollar Shave Club was founded by Mark Levine and Michael Dubin and began in July 2011. In March 2012, the company posted a video online which very quickly launched its success: "Our Blades Are F***ing Great". |
| <b>ADDITIONAL INFORMATION</b>                        |  |
| <b>Market potential</b>                              | The company wishes to extend its range and offer an equivalent service for women and covering other beauty products.   |
| <b>Financial arrangement</b>                         | The customer pays between 1 and 9 dollars per month.   |
| <b>Levers for implementation</b>                     | The use of social media and humour has enabled the company to reach a very wide audience.  |
| <b>CONTACT</b>                                       |  |
| company contact details                              |  |
| Internet link  | <a href="http://www.dollarshaveclub.com/">http://www.dollarshaveclub.com/</a>  |

# Renting a car for one euro



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|--|--|
| <b>Company name</b>                                      | DriiveMe   |
| <b>Company size (Micro-entity/SME/Large company)</b>     |  |
| <b>sphere of operation</b>                               | Transport  |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | B2C  |
| <b>Geographic scope</b>                                  |  |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |  |
| <b>Type of PSS solution (product, use, result).</b>      | <b>Rented or shared product</b>  |
| <b>Description of the solution</b>                       | Via an online platform, the customer chooses his pick-up and return date for the vehicle. He can then collect the vehicle and make the journey predefined in advance. The journey costs 1€ including all taxes.  |
| <b>Implementation context</b>                            | To distribute their car fleets evenly, vehicle rental agencies need to move their vehicles on a daily basis. Today, to solve this problem, the rental companies use transporter lorries. In order to control their costs, DriiveMe offers to have their vehicles moved by private individuals. |
| <b>ADDITIONAL INFORMATION</b>                            |  |
| <b>Qualitative evaluation in terms of sustainability</b> | Environment: instead of chartering transporter lorries to redistribute their fleet of rental cars, it is private individuals who make the journey.   |
| <b>CONTACT</b>   |  |
| company contact details                                  | DriiveMe<br>183 Avenue Achille Peretti<br>92200 Neuilly Sur Seine - France   |
| Internet link  | <a href="http://www.driiveme.com/concept-location-de-voiture-un-euro.html">http://www.driiveme.com/concept-location-de-voiture-un-euro.html</a>  |



# Ecocup


|   |   |
|---|---|
| <b>Company name</b>                                       | recoup  |
| <b>Company size (Micro-<br/>entity/SME/Large company)</b> | SME   |
| <b>sphere of operation</b>                                | Events  |
| <b>Customer approach (b2b/b2c/C2C)</b>                    | B2B   |
| <b>Geographic scope</b>                                   | France and Europe   |
| <b>DESCRIPTION OF THE SOLUTION</b>                        |   |
| <b>Type de solution PSS</b>                               | <b>Rented or shared product</b>   |
| <b>Description of the solution</b>                        | Ecocup offers a reusable cup hire service. All the glasses available are hired. There are generic glasses and personalised glasses. The glasses are then all washed and stored at ECOCUP and placed at your service again the following year if the event continues its partnership with ECOCUP. If not, the glasses are recycled.  |
| <b>Implementation context</b>                             | A group friends from the CERET (66) region who were keen on preserving the environment decided to remove disposable cups from the events held in the surrounding area. An idea: to make washable glasses available to the public in order to replace the traditional disposable plastic cups in exchange for a 1 euro deposit.  |
| <b>ADDITIONAL INFORMATION</b>                             |   |
| <b>Qualitative evaluation in terms of sustainability</b>  | <p><b>Waste:</b> from the events which chose ECOCUP as a partner in 2012, more than 400 tonnes of disposable cups were saved.</p> <p><b>Washing:</b> the washing stations researched and designed specially for the Ecocup business use 6cl of water per cup (25cl). The washing products used are 95 % biodegradable and comply in full with the hygiene standards in force.</p> <p><b>Transport:</b> Ecocup optimises the transportations it organises by minimising the number of transfers (grouping orders together), by using washing and storage units close to the consumers and by creating partnerships with local communities.</p> <p><b>Economic benefits:</b> thanks to the reusable cups some events have reduced their volume of waste by 80 %. Since setting up the reusable cup system, the Féria de Condom (Gers), which has on average 35,000 visitors, has halved its cleaning time. At other fairs in the south-west of France, the towns have managed to reduce cleaning costs by 40 % simply by using reusable cups.</p> <p><b>Social benefit:</b> since its creation, the business has continued to grow its workforce to support the missions of employees on social insertion programmes (6 posts in 2012), and to ensure the successful completion of their placement there is a social welfare officer on duty in the company twice a month.</p> <p>To develop its presence on the ground, Ecocup is establishing partnerships with the ESATs (<i>Etablissements et Services d'Aide par le Travail</i> [Assisted Employment Centres])</p> |
| <b>Market potential</b>                                   | International development in progress after France (Belgium and Switzerland)  |
| <b>Financial arrangement</b>                              | The customer first pays the hire invoice which includes, among other things, the costs of printing the personalised glasses and the transport. At the end of the event, the customer pays the service invoice. This includes the washing, the return transport, etc. The amount of this invoice is fixed at 70 % of the income generated by the glasses. The organisation therefore keeps 30 % of this income.  |
| <b>Alternative to the product approach</b>                | Moving from the sale of disposable products to the hire of reusable cups.   |
| <b>CONTACT</b>  |   |
| <b>company contact details</b>                            | Ecocup, Chais des caves du château d'Aubiry, 66400 CERET  |
| <b>Internet link</b>                                      | <a href="http://www.ecocup.fr">http://www.ecocup.fr</a>   |

# EcoHouse



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|--|---|
| <b>Company name</b>                                  | Ecohouse  |
| <b>Company size (Micro-entity/SME/Large company)</b> | SME   |
| <b>sphere of operation</b>                           | Construction  |
| <b>Customer approach (b2b/b2c/C2C)</b>               | B2C   |
| <b>Geographic scope</b>                              | Belgium (Antwerp)   |
| <b>DESCRIPTION OF THE SOLUTION</b>                   |   |
| <b>Type of PSS solution (product, use, result).</b>  | <b>Advice and consultancy services</b>  |
| <b>Description of the solution</b>                   | <p>The Ecohouse in Antwerp is a multifunctional space for services related to ecoconstruction and more sustainable lifestyles. The place has been developed so that everyone can receive sound environmental advice.</p> <p>Various services are offered:</p> <ul style="list-style-type: none"> <li>• A demonstration centre similar to an exhibition on ecoconstruction including workshops for professionals in the building sector.</li> <li>• A focal point for obtaining advice on environmentally-friendly renovation, the financial aspects of environmentally-friendly gardening, etc.</li> <li>• A meeting place offering an environmentally-friendly café and spaces available for hire. The Ecohouse wants to be perceived as an inspiring multifunctional place for exploring innovative technologies but also for spending a bit of free time. The café, which is open in the evenings and at weekends, also offers a selection of organic menus.</li> </ul> <p>The Ecohouse is based on a rich and varied partnership of NGOs, consulting businesses and other local centres involved in ecoconstruction (KampC)</p> |
| <b>Implementation context</b>                        | <p>Formerly an abandoned brewery in the city centre, the place was renovated at the beginning of the 21st century and transformed into a multifunctional information centre. The renovation respected the principal structure of the building, and all the latest techniques and materials were used to transform it into a sustainable building. The result is an inspiring example of sustainable renovation in the field of architectural and cultural heritage.</p>   |
| <b>ADDITIONAL INFORMATION</b>                        |   |
| <b>CONTACT</b>                                       |   |
| company contact details                              | Turnhoutsebaan 139, 2140 Borgerhout / 03 217 08 11 of<br>ecohuis@stad.antwerpen.be  |
| Internet link  | <a href="http://www.eha.be">www.eha.be</a>  |



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| <h1>LightCatcher Light Energy</h1>  |   |
| <b>Company name</b>  | EcoNation   |
| <b>Company size (Micro-entity/SME/Large company)</b>   |   |
| <b>sphere of operation</b>   | Energy  |
| <b>Customer approach (b2b/b2c/C2C)</b>   | B2B   |
| <b>Geographic scope</b>  | Belgium   |
| <b>DESCRIPTION OF THE SOLUTION</b>   |   |
| <b>Type of PSS solution (product, use, result).</b>  | <b>Pay per unit of service</b>  |
| <b>Description of the solution</b>   | The customer loans part of his roof to EcoNation (1 to 3% of the total surface of the roof is sufficient to provide the daily light) so that light domes (LightCatchers) can be installed. These provide sufficient natural light during the day and thus enable a reduction in the building's electricity bills. |
| <b>Implementation context</b>  | The Light Energy model is applicable for industrial establishments and public or commercial buildings with a minimum area of 5000 m <sup>2</sup> . For smaller areas, it is possible to create interest groups.   |
| <b>ADDITIONAL INFORMATION</b>  |   |
| <b>Qualitative evaluation in terms of sustainability</b>   | <p>Economic: For a building of 10,000m<sup>2</sup>, the LightCatcher Light Energy concept can reduce the bill by around 2000€ per month. These savings can be monitored on a day-to-day basis via the website.</p> <p>Environment: reduction in energy consumption thanks to natural lighting.</p>                |
| <b>Financial arrangement</b>   | The 'Light Investment Company' (LiCom) finances the entire operation of installing the light domes. The economic savings realised by the customer, due to the reduction in energy consumption, are shared with the investment company.  |
| <b>CONTACT</b>   |   |
| <b>company contact details</b>   | Kerkstraat 108<br>9050 Gentbrugge (Belgium)   |
| <b>Internet link</b>   | <a href="http://www.econation.be">http://www.econation.be</a>   |

# Electrolux



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|--|---|
| <b>Company name</b>                                  | Electrolux  |
| <b>Company size (Micro-entity/SME/Large company)</b> | Large company   |
| <b>sphere of operation</b>                           | equipment   |
| <b>Customer approach (b2b/b2c/C2C)</b>               | B2C   |
| <b>Geographic scope</b>                              | Sweden  |
| <b>DESCRIPTION OF THE SOLUTION</b>                   |   |
| <b>Type of PSS solution (product, use, result).</b>  | <b>The operational result</b>   |
| <b>Description of the solution</b>                   | Electrolux wanted to experiment with making free laundry facilities available to the inhabitants of the island of Gotland (Sweden), with payment per laundry cycle, to find out whether this model could be extended to the entire laundry market.  |
| <b>Implementation context</b>                        | The project was based on a partnership with the local electricity supplier because that supplier had smart meters which could count the electricity cycles. Unfortunately, the idea was disrupted by the fact that Electrolux lost control of the market as the electricity supplier felt it could do the same thing with another manufacturer. |
| <b>CONTACT</b>                                       |   |
| <b>company contact details</b>                       | Electrolux Sweden<br>S:T GÖRANSGATAN 143<br>Stockholm, Suède  |
| <b>Internet link</b>                                 | <a href="http://www.electrolux.com">http://www.electrolux.com</a>   |



# Elis



|  |  |
|--|--|
| <b>Company name</b>                                      | Elis   |
| <b>Company size (Micro-entity/SME/Large company)</b>     | GE   |
| <b>sphere of operation</b>                               | Hygiene and cleaning   |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | B2B  |
| <b>Geographic scope</b>                                  | France   |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |  |
| <b>Type of PSS solution (product, use, result).</b>      | <b>Rented or shared product</b>  |
| <b>Description of the solution</b>                       | Elis is a company which, for the majority of its activity, offers a hire/maintenance service for textile articles.   |
| <b>Implementation context</b>                            | Elis began its business as collector/cleaner/distributor back in the late 19th century. During the 2000s, it became one of the leading multiservice operators in France. The company was traditionally a service company. The increasingly strong predominance of the "integrated" services (hire/maintenance) is explained, among other things, by the desire to perpetuate and optimise its historical activity (laundry cleaning) in a context that is unfavourable to "simple" launderers and to provide a competitive advantage to the company by offering an extended service to its customers which is more economically advantageous for them. |
| <b>ADDITIONAL INFORMATION</b>                            |  |
| <b>Qualitative evaluation in terms of sustainability</b> | Environmental sustainability: renting Elis clothing means that energy consumption and CO2 emissions can be reduced by around half compared with a solution involving the purchase of clothes with internal professional maintenance, and water consumption can be reduced by 90 %. It also means that the number of clothes used can be reduced.   |
| <b>Market potential</b>                                  | Elis is a leader in the French market and is present in the European cleaning services market (business clothing, laundry for local communities, health/sanitary laundry, etc.). In 2006, Elis generated a turnover of 939 million euro.<br><br><ul style="list-style-type: none"> <li>- 14,500 employees in Europe including 11,200 in France</li> <li>- 151 service and production centres in Europe including 111 in France (relocalised employment)</li> <li>- 290,000 customers of all sizes and from all business sectors in Europe</li> </ul>   |
| <b>Alternative to the product approach</b>               | Sale of an integrated hire/maintenance for workwear in mechanical industries, as opposed to a "classic" industrial laundry service to which the client company regular assigns its uniforms for cleaning   |
| <b>CONTACT</b>   |  |
| <b>company contact details</b>                           | ELIS<br>31 rue Voltaire - BP 62<br>92 803 PUTEAUX Cedex, France  |
| <b>Internet link</b>                                     | <a href="http://www.elis.com">http://www.elis.com</a>  |

# Social and solidarity store



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| <b>Company name</b>                                      | Social and solidarity store: La Passerelle des Eaux de Rebec   |
| <b>Company size (Micro-entity/SME/Large company)</b>     | Micro-entity   |
| <b>sphere of operation</b>                               | Food processing  |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | C2B2C  |
| <b>Geographic scope</b>                                  | Lyon, France   |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |  |
| <b>Type of PSS solution (product, use, result).</b>      | <b>Services directly linked to the products</b>  |
| <b>Description of the solution</b>                       | <p>The social and solidarity store is aimed at two audiences:</p> <ul style="list-style-type: none"> <li>- customers on benefits in a situation of poverty;</li> <li>- socially-responsible customers interested in quality food.</li> </ul> <p>The economic model is based on a food bank offer reserved for customers on benefits and an organic product offer. These organic products have two prices: a market price for the socially-responsible customers who make it possible to sell at a reduced price to the customers on benefits.</p> <p>This model, observed in particular at the La Passerelle d'Eau de Rebec association in the centre of Lyon, or other similar models, stimulate social mixing, direct solidarity and access to better quality food for impoverished populations. They also generate local jobs in the context of managing the store.</p>                               |
| <b>Implementation context</b>                            | <p>Social and solidarity stores were developed in France at the end of the 1990s. They were supported first of all by the <i>Centres Communaux d'Action Sociale</i> [Communal Social Action Centres] (CCAS), and then by collectives of associations or by residents' initiatives.</p> <p>In 1996, Guillaume Bapst, current director of the A.N.D.E.S, set up, in parallel with his post as rental management director at the <i>Office public départemental HLM</i> [Departmental Social Housing Office] in Nièvre, a communal store in Nevers which quickly aroused political and media interest.</p> <p>Faced with a growing demand for "advice" on opening other structures of this type, he then decided to create a national association in order to support the implementation of new store projects and to group these structures into a dynamic, innovative network. This was done in 2000.</p> |
| <b>ADDITIONAL INFORMATION</b>                            |  |
| <b>Qualitative evaluation in terms of sustainability</b> | <p>It is these equalities in food consumption that the A.N.D.E.S, with the benefit of a national network, wants to help reduce. In a humanist spirit, it seeks to highlight the projects and the people who support them, whether they be initiators or beneficiaries of Solidarity Stores: the association considers that it is essential to offer customers the possibility of also being involved in the store by helping to manage it and by taking part in the activities it organises (workshops, social gatherings).</p> <p>It is a question of making aid a dynamic principle, a bridge to better social and professional integration, etc.</p>  |
| <b>CONTACT</b>   |  |
| company contact details                                  |  |
| Internet link  | <a href="http://www.epiceries-solidaires.org/">http://www.epiceries-solidaires.org/</a>  |

# Floow2

**FLOOW2**  
world's reset button



|  |   |
|--|---|
| <b>Company name</b>                                      | Floow2  |
| <b>Company size (Micro-entity/SME/Large company)</b>     | SME   |
| <b>sphere of operation</b>                               | equipment   |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | B2B   |
| <b>Geographic scope</b>                                  | Netherlands, Belgium, Luxembourg, Germany   |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |   |
| <b>Type of PSS solution (product, use, result).</b>      | <b>Rented or shared product</b>   |
| <b>Description of the solution</b>                       | FLOOW2, which is the leader in the B2B market, was established at the beginning of 2012 and enables businesses and institutions to share their equipment, their expertise and the skills of their underused staff. The platform is currently operational in Belgium, the Netherlands and Germany with a rapid global expansion plan envisaged. ☑  |
| <b>Implementation context</b>                            | The FLOOW2 business model is based on collaborative consumption in the B2B sector. There are numerous existing business models based on collaborative consumption, but they are all consumer-focused with a peer-to-peer approach. FLOOW2 concentrates on sharing activities between companies and has started with the heavy equipment market.   |
| <b>ADDITIONAL INFORMATION</b>                            |   |
| <b>Qualitative evaluation in terms of sustainability</b> | Economic sustainability: FLOOW2 is based on a win-win logic for the companies: the companies which have made the initial investment in the equipment can increase their turnover thanks to the platform by renting out the equipment and its allocated staff, who are not deployed to their full capacity. It also enables companies to have access to the equipment they need at attractive rental prices, which represents an alternative to investing in and owning the equipment. |
| <b>Market potential</b>                                  | Extending the model to other sectors is under development: the company has identified seven other markets in which the platform could offer an exchange of services, particularly in the sectors of health, knowledge, transport and logistics, theatre and events, and manufacturing.  |
| <b>Financial arrangement</b>                             | Floow2 provides a free online planning tool for managing projects linked to the equipment needs and availability. This free service is supplemented by a range of additional services, such as online payment, credit-checking, monitoring and traceability and also insurance, in partnership with other businesses. The FLOOW2 turnover is generated by the participants who pay to advertise their equipment on the platform at a cost of 1 € per day.                             |
| <b>Alternative to the product approach</b>               | Renting out instead of selling heavy equipment  |
| <b>Lever for implementation</b>                          | Business model based on the collaboration of a large number of small players who make their underused equipment available. The system only operates above a minimum threshold of users.   |
| <b>CONTACT</b>   |   |
| <b>company contact details</b>                           | FLOOW2 International S.A.<br>31, Rue de Strasbourg, L-2561 Luxembourg   |
| <b>Internet link</b>                                     | <a href="http://www.floow2.com/">http://www.floow2.com/</a>   |



TURAS



# Fourage CTI



|  |  |
|--|--|
| <b>Company name</b>                                      | Fourage CTI  |
| <b>Company size (Micro-entity/SME/Large company)</b>     | SME  |
| <b>sphere of operation</b>                               | Food processing  |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | B2B  |
| <b>Geographic scope</b>                                  |  |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |  |
| <b>Type of PSS solution (product, use, result).</b>      | <b>Advice and consultancy services</b>   |
| <b>Description of the solution</b>                       | <p>The company FOURAGE-CTI specialises in particular in the manufacture of filtration solutions for food liquids and drinks, such as wine, cider and fruit juice. The company offers a comprehensive audit service for the filtration process, the installation of solutions within a given operating budget and customer support during use (use and maintenance training for operators, remote maintenance).</p> |
| <b>Implementation context</b>                            | <p>FOURAGE-CTI is a Small/Medium Enterprise (SME) situated near Nantes. Initially focused on selling own-brand equipment, the company turned to the business of engineering, industrial process auditing and equipment sales in the field of separative techniques for the food-processing industries.</p>   |
| <b>ADDITIONAL INFORMATION</b>                            |  |
| <b>Qualitative evaluation in terms of sustainability</b> | <p>The fact that the company designs and manufactures the equipment is a strength enabling its knowledge of the equipment to be perfected so that it can adapt to the needs and the uses of each of its customers.</p> <p>The savings generated by the optimised solution represent: 30% less gas consumed, 18% less water consumed and 83% less filtration media used in total weight.</p>                        |
| <b>Market potential</b>                                  | <p>Internal distribution of the model: the model has been extended internally to the machines used for bottle-cleaning, Fourage-CTI offers its customers a payment per use, and then a possible transfer of ownership after a three-year service contract.</p>   |
| <b>Alternative to the product approach</b>               | <p>Before: the customer purchases equipment without a prior audit</p> <p>After: after audit, the customer purchases an optimised solution</p>  |
| <b>CONTACT</b>   |  |
| <b>company contact details</b>                           | <p>Tournebride - BP 37<br/>44690 LA HAYE FOUASSIERE<br/>Tel: +33 (0)2 40 54 80 70 ☒</p>  |
| <b>Internet link</b>                                     | <a href="http://www.fourage-cti.fr">http://www.fourage-cti.fr</a>  |



# GASAP



|  |  |
|--|--|
| <b>Company name</b>                                      | <i>Groupe d'Achat Solidaire de l'Agriculture Paysanne</i> [Solidarity Purchasing Group for Rural Agriculture]  |
| <b>Company size (Micro-entity/SME/Large company)</b>     | Micro-entity   |
| <b>sphere of operation</b>                               | Food processing  |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | B2C  |
| <b>Geographic scope</b>                                  | Brussels   |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |  |
| <b>Type of PSS solution (product, use, result).</b>      | <b>Services directly linked to the products</b>  |
| <b>Description of the solution</b>                       | A GASAP ( <i>Groupe d'Achat Solidaire de l'Agriculture Paysanne</i> [Solidarity Purchasing Group for Rural Agriculture]) is a support group for rural agriculture. It makes it possible to support local producers who work in accordance with methods which respect the environment and the traditional skills. The GASAPs are grouped into a network constituted as an <i>asbl</i> [not-for-profit organisation]. A GASAP is a residents' group which has is directly associated with a rural producer in order to buy high quality seasonal food on a regular basis, over the long term via a local distribution channel.   |
| <b>Implementation context</b>                            | In Brussels, the <i>groupes d'achat solidaires de l'agriculture paysanne</i> originated from the initiative of a few people who were members of the <i>asbl</i> Le Début des Haricots. In essence, this association promoted local, environmentally-friendly agriculture, explaining, in parallel, how the industrial system was in a downward spiral and how the supermarkets were taking over the "organic" sector. Very quickly, the idea of putting their beliefs into practice gave rise to the GASAPs. In 2009, with the help of the Début des Haricots and some volunteers from the Network, a grant application file was submitted to the IBGE ( <i>Institut bruxellois pour la gestion de l'environnement, l'administration de l'environnement de la région de Brussels-capitale</i> [Brussels Institute for Management of the Environment in the Brussels-Capital Region]) to finance a coordination post for the Network. ☑ |
| <b>ADDITIONAL INFORMATION</b>                            |  |
| <b>Qualitative evaluation in terms of sustainability</b> | The GASAP network champions and implements various values which are taken up through a charter which the consumers and producers support. The principles are as follows: <ul style="list-style-type: none"> <li>- rural agriculture, an agricultural concept which meets criteria of a social, economic and environmental nature and which focuses on maintaining the taste and health qualities of the products;</li> <li>- the local distribution channel, a method of direct marketing based on the local economy;</li> <li>- solidarity between rural producers and consumers which implies a reciprocal commitment between producers and consumers;</li> <li>- self-management and social interaction which position the GASAPs within a collective, egalitarian and participative dynamic.</li> </ul>  |
| <b>Market potential</b>                                  | There are currently around forty GASAPs in Brussels and the surrounding area which have been working as a network for four years.  |
| <b>Alternative to the product approach</b>               | The consumer no longer buys kilos of fruit and vegetables. Instead, he makes a commitment to a local producer so that the producer can farm in accordance with rural agricultural values. The consumer thus supports this rural producer in cultivating a local piece of land and receives a share of the harvest depending on the seasonal produce of that land.  |
| <b>Lever for implementation</b>                          | Residents' initiatives   |
| <b>CONTACT</b>   |  |
| company contact details                                  |  |
| Internet link  | <a href="http://www.gasap.be">http://www.gasap.be</a>  |

**GAX**


|  |   |
|--|---|
| <b>Company name</b>                                      | Project   |
| <b>Company size (Micro-entity/SME/Large company)</b>     |   |
| <b>sphere of operation</b>                               | Office and Computing  |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | B2B   |
| <b>Geographic scope</b>                                  | Loire   |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |   |
| <b>Type of PSS solution (product, use, result).</b>      | <b>Pooled product</b>   |
| <b>Description of the solution</b>                       | Collective project which consists in implementing an operational solution for "business" software pooling aimed at engineering SMEs in the Loire. This is an example of so-called SaaS (Software as a Service): it consists in offering a subscription to a software package rather than purchasing a licence. This is made possible with the department's Very High Bandwidth (VHB) network. GAX also offers to make a collaborative platform available.   |
| <b>Implementation context</b>                            | SaaS, "Software as a Service", is a concept which appeared in France in the 2000s. SaaS uses cloud computing: access on demand to virtualised, pooled computing resources via a computing network.  |
| <b>ADDITIONAL INFORMATION</b>                            |   |
| <b>Qualitative evaluation in terms of sustainability</b> | Economic: This action arose from a shared observation in the Loire: the cost of technical software licences, although essential to their business, is disproportionate for use by SMEs. The GAX solution enables them to use these software packages for the desired time and to pay for them according to the actual use.  |
| <b>Financial arrangement</b>                             | The business pays:<br>- as a fixed amount: a fixed fee for connection to the high bandwidth network,<br>- as a variable amount: a usage invoice per project.  |
| <b>Alternative to the product approach</b>               | Before: the company is required to purchase a software licence which is often installed on a fixed terminal. This is very expensive, and pooling its costs with other SMEs poses legal, organisational and confidentiality problems.<br><br>After: the company has access to the software according to its needs and only pays for its actual use. I use it on one or more terminals depending on the calls for tender and the orders.  |
| <b>Levers for implementation</b>                         | A consortium of several partners involved in this project: the Numélink cluster, the <i>Ecole Nationale d'Ingénieurs</i> [National School of Engineering] of Saint-Etienne ENISE, the <i>Centre Technique des Industries Mécaniques</i> [Technical Centre for Engineering Industries] CETIM, Tellis, Lotim Télécom and CieNum. The project is supported by the <i>Conseil Général</i> [General Council] of the Loire and is based on the LOTIM ( <i>Loire Télécommunication Infrastructures Mutualisées</i> [Loire Pooled Telecommunications Structures]) very high bandwidth network by way of delegation of public service. |
| <b>CONTACT</b>   |   |
| company contact details                                  |   |
| Internet link  |   |

# Interface



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|--|--|
| <b>Company name</b>                                  | Interface  |
| <b>Company size (Micro-entity/SME/Large company)</b> | Large company  |
| <b>sphere of operation</b>                           | Office and Computing   |
| <b>Customer approach (b2b/b2c/C2C)</b>               | B2B  |
| <b>Geographic scope</b>                              | USA and world  |
| <b>DESCRIPTION OF THE SOLUTION</b>                   |  |
| <b>Type of PSS solution (product, use, result).</b>  | <b>The operational result</b>  |
| <b>Description of the solution</b>                   | Interface has developed the business of renting out its carpet tiles, with a guarantee that the customer will have an immaculate carpet for a period of 20 years. This service includes the cleaning and the maintenance as well as replacing damaged tiles, and all at a cost fixed for a long period of time and for a low overall cost.   |
| <b>Implementation context</b>                        | This carpet leasing approach necessitated designing the carpet tiles in a different way, which was done without a problem. The only difficulty arose on the part of the customers who did not support the concept. It turned out that the majority of businesses and institutions wanted to have their own carpet and to control the way in which it was cleaned and the frequency with which it was changed. The difficulties encountered included, in particular, the existence of separate budgets for the purchase, the maintenance and the end-of-life management of the carpets. Maintenance, moreover, is not perceived as a necessity. Finally, the increasing trend towards renting offices on the part of businesses certainly does not encourage these businesses to be concerned with these sort of issues. No solution has been found to resolve all the obstacles to moving to carpet leasing. ☒ |
| <b>CONTACT</b>                                       |  |
| <b>company contact details</b>                       | 2859 Paces Ferry Road, Suite 2000<br>Atlanta, GA 30339 USA   |
| <b>Internet link</b>                                 | <a href="http://www.interfaceglobal.com/">www.interfaceglobal.com/</a>   |

# I-Pot



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| <b>Company name</b>                                  | Zojirushi Corp.  |
| <b>Company size (Micro-entity/SME/Large company)</b> | SME  |
| <b>sphere of operation</b>                           | Electrical appliances  |
| <b>Customer approach (b2b/b2c/C2C)</b>               | B2C  |
| <b>Geographic scope</b>                              | Japan  |
| <b>DESCRIPTION OF THE SOLUTION</b>                   |  |
| <b>Type of PSS solution (product, use, result).</b>  | <b>Services directly linked to the products</b>  |
| <b>Description of the solution</b>                   | <p>The company Zojirushi Corp has developed a means of monitoring elderly people via technology integrated into an electric kettle. The electric kettle, an "i-pot" (information pot), not only boils the water but also records the time of operation. During use, a wireless communication system at the bottom of the i-pot sends a signal to a server. The department staff can view the recent uses of the i-pot via the website. In addition, twice a day, the server emails the most recent uses to a designated recipient.</p> |
| <b>Implementation context</b>                        | <p>Today, an increasing number of elderly Japanese people live alone. This technology therefore makes it possible to monitor them without being intrusive. The company rents out the i-pot for a deposit of 50 \$ and invoices 30 \$ per month for the service related to managing the information (recording and sending emails).</p>   |
| <b>ADDITIONAL INFORMATION</b>                        |  |
| <b>CONTACT</b>                                       |  |
| company contact details                              |  |
| Internet link  |  |

Kaeser

**KAESER**  
**KOMPRESSOREN**

|  |  |
|--|--|
| <b>Company name</b>                                      | Kaeser   |
| <b>Company size (Micro-entity/SME/Large company)</b>     | SME  |
| <b>sphere of operation</b>                               | equipment  |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | B2B  |
| <b>Geographic scope</b>                                  | Germany  |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |  |
| <b>Type of PSS solution (product, use, result).</b>      | <b>Pay per unit of service</b>   |
| <b>Description of the solution</b>                       | <p>In Germany, Kaeser sells cubic metres of air compressed to a defined pressure rather than the compressor itself. They also sell the handling of the compressed air and its distribution to the various points of use in the client company, all with the rationale of maximising the overall profitability for the customer. The company invoices based on the quantities of compressed air consumed at the pressure stipulated in the contract. ☐</p>  |
| <b>Implementation context</b>                            | <p>Nine out of ten company decision-makers acknowledge that they do not know how exactly how much a cubic metre of compressed air costs. This is not surprising since calculating the price per cubic metre of a compressed air supply throughout the amortisation period is not an easy task. In addition to the fixed operating and management costs, there are the variable costs. These costs correspond, for example, to the percentage of working hours for the staff responsible for supervising the compressed air station. Yet these staff also receive training which requires hours of absence from the company. Kaeser's SIGMA AIR UTILITY approach aims to sell the unit of service linked to the compressed air.</p>               |
| <b>ADDITIONAL INFORMATION</b>                            |  |
| <b>Qualitative evaluation in terms of sustainability</b> | <p>Economic sustainability: in the context of compressed air production, the principal element of the operating cost is the energy needed for the operation of the compressors, whose consumption varies greatly depending on the conditions of use (it can represent up to 90 % of the total operating costs). As a result, optimising the management of these costs can potentially have a major impact on the elements of the production cost. The company offers cost optimisation systems, through bespoke installations according to the customer's specific needs: the KESS energy saving system, which is applied to the actual consumption data recorded at the user's premises, so as to define the optimal production procedures.</p> |
| <b>Alternative to the product approach</b>               | Sale of compressed air (unit) instead of sale of compressors.  |
| <b>CONTACT</b>   |  |
| <b>company contact details</b>                           | Kaeser HEIVELDEKENS 7A • B-2550 KONTICH • Tel: +32 (0)3 326.39.62  |
| <b>Internet link</b>                                     | <a href="http://www.kaeser.com">http://www.kaeser.com</a>  |

## S.A.T.E. movable laboratory



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|--|---|
| <b>Company name</b>                                  | Klüber  |
| <b>Company size (Micro-entity/SME/Large company)</b> |   |
| <b>sphere of operation</b>                           | Maintenance   |
| <b>Customer approach (b2b/b2c/C2C)</b>               | B2B   |
| <b>Geographic scope</b>                              |   |
| <b>DESCRIPTION OF THE SOLUTION</b>                   |   |
| <b>Type of PSS solution (product, use, result).</b>  | <p><b>Services directly linked to the products</b><br/>         Klüber offers its customers a new service, S.A.T.E, in addition to the sale of lubricants. This service is performed through the setting up of a mobile laboratory which runs a diagnostic test on the customer machines to be treated and determines the category of lubricant to be used.</p> |
| <b>Description of the solution</b>                   |   |
| <b>Implementation context</b>                        | <p>Klüber is a company specialising in the supply of lubricants worldwide with more than 70 years' experience in research and development. Klüber lubricants are used throughout the world for machines and components in various industrial sectors.</p>   |
| <b>CONTACT</b>                                       |   |
|  | <a href="mailto:carlo.merli@it.kluber.com">carlo.merli@it.kluber.com</a><br><a href="#">Klüber Lubrication Munchen KG</a><br><a href="#">Geisenhausenerstr. 7</a><br><a href="#">81379 Munchen</a><br><a href="#">Tel.: +49 089 78 76-0</a><br><a href="#">Fax: +49 089 78 76-333</a>   |
| company contact details                              |   |
| Internet link  | <a href="http://www.kluber.com">www.kluber.com</a>  |

## Biological control



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|--|--|
| <b>Company name</b>                                      | Koppert  |
| <b>Company size (Micro-entity/SME/Large company)</b>     |  |
| <b>sphere of operation</b>                               | Food processing  |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | B2B  |
| <b>Geographic scope</b>                                  | International  |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |  |
| <b>Type of PSS solution (product, use, result).</b>      | <b>The operational result</b>  |
| <b>Description of the solution</b>                       | Koppert offers its customers biological protection for their farming. Their advisors carry out a diagnostic test on the plot of land (plant conditions) and identify the best treatment solution. The farmer pays a price per hectare protected. |
| <b>Implementation context</b>                            | Koppert is the international leader in the biological control market.  |
| <b>ADDITIONAL INFORMATION</b>                            |  |
| <b>Qualitative evaluation in terms of sustainability</b> | Environment: biological control uses natural predators rather than chemical products. Moreover, the treatment is adapted to the conditions of the plot of land.  |
| <b>CONTACT</b>   |  |
| <b>company contact details</b>                           | Koppert B.V.<br>Veilingweg 14<br>Postbus 155<br>2650 AD Berkel en Rodenrijs<br>Netherlands<br>tel. +31 10 514 04 44  |
| <b>Internet link</b>                                     | email: <a href="mailto:info@koppert.nl">info@koppert.nl</a><br><a href="http://www.koppert.fr">http://www.koppert.fr</a>   |

# Rental of art works



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| <b>Company name</b>                                  | L'Art en Loc   |
| <b>Company size (Micro-entity/SME/Large company)</b> |  |
| <b>sphere of operation</b>                           | L'art  |
| <b>Customer approach (b2b/b2c/C2C)</b>               | B2B and B2C  |
| <b>Geographic scope</b>                              | France   |
| <b>DESCRIPTION OF THE SOLUTION</b>                   |  |
| <b>Type of PSS solution (product, use, result).</b>  | <b>Rented or shared product</b>  |
| <b>Description of the solution</b>                   | This company offers rental of art works for business people or private individuals. The rentals may be temporary (conferences, seminars, etc.) or long term (decoration of business space).  |
| <b>Implementation context</b>                        | <p>The object of the company l'Art en Loc, the leading rental company for art works in the PACA region, is the rental and sale of original works of art by well-known professional artists.</p> <p>The ambition is to make contemporary art accessible to a wide audience and also to promote the work of emerging artists.</p> <p>The interest in this rental system lies in a periodic updating of the works, which guarantees continuous originality and variability of styles and artists.</p> |
| <b>CONTACT</b>                                       |  |
| <b>company contact details</b>                       | L'Art en Loc<br>29 Avenue Jean Giono<br>13090 Aix en Provence  |
| <b>Internet link</b>                                 | <a href="http://www.lartenloc.com">http://www.lartenloc.com</a>  |



# Tackling waste



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|--|--|
| <b>Company name</b>                                  | Leclerc E.   |
| <b>Company size (Micro-entity/SME/Large company)</b> | Large company  |
| <b>sphere of operation</b>                           | Food processing  |
| <b>Customer approach (b2b/b2c/C2C)</b>               | B2C  |
| <b>Geographic scope</b>                              | France, Belgium  |
| <b>DESCRIPTION OF THE SOLUTION</b>                   |  |
| <b>Type of PSS solution (product, use, result).</b>  | <b>Services directly linked to the products</b>  |
| <b>Description of the solution</b>                   | <p>Implementing various actions within the store to reduce food wastage:</p> <ul style="list-style-type: none"> <li>- creating smoothies: the store has set up in its laboratory a production process for smoothies and freshly pressed and mixed juices.</li> <li>- Soup kits: like fruits, vegetables are unfortunately withdrawn from the shelf for aesthetic reasons. To counter this, the store has very recently developed some ready-to-cook "vegetable kits". These kits contain seasonal products perfect for transforming into home-made soups. The kits are suitable for around 4 people. They contain approximately 1 kg of vegetables.</li> <li>- sandwiches made with the days's products that are past their sell-by date.</li> </ul> |
| <b>Implementation context</b>                        | <p>In partnership with the GreenCook project since 2010, Greentag is launching operations to raise awareness about food wastage in the three E.Leclerc hypermarkets in Templeuve, Wattrelos and Lille Fives.</p> <p>In this context and faced with awful figures on the quantities of food thrown away in supermarkets, the three stores have turned the fight against food wastage into a daily battle.</p>   |
| <b>CONTACT</b>                                       |  |
| company contact details                              |  |
| Internet link  | <a href="http://www.jeconomisemaplanete.fr/fr_FR/accueil.html#/accueil/">http://www.jeconomisemaplanete.fr/fr_FR/accueil.html#/accueil/</a>  |

**Beneens & Zonen bvba**


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|--|--|
| <b>Company name</b>                                      | Beneens  |
| <b>Company size (Micro-entity/SME/Large company)</b>     | SME  |
| <b>sphere of operation</b>                               | construction   |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | B2B  |
| <b>Geographic scope</b>                                  | Belgium  |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |  |
| <b>Type of PSS solution (product, use, result).</b>      |  |
| <b>Description of the solution</b>                       | <p>Shop fitting as a service</p> <p>The Menuiserie Beneens in Olen specialises in the construction of interiors for dwellings, shops and horeca establishments. Last year, the manager, Karel Beneens, had the idea of developing a new concept for shop fitting. He called it 'shop fitting as a service'. The concept offers four aspects in one package: the design, the construction, the maintenance and the financing of the new shop fitting.</p>   |
| <b>Implementation context</b>                            | <p>After a bit of lobbying, the company managed to bring three parties around the table: Helbig (a subcontractor of materials for shop fitting, Gyproc (a producer of plasterboard) and Andres (a clothing chain as an interested customer). They were all willing to adopt the principle of sustainability in the design and fitting of the stores. Moreover, Gyproc was already cradle-to-cradle certified by the control body Sustenuto. The four partners successfully submitted their grant application to the MIP Vlaanderen. MIP stands for <i>Milieu- en Energytechnologie Innovatie Platform</i> [Environmental &amp; Energy Technology Innovation Platform].</p> |
| <b>ADDITIONAL INFORMATION</b>                            |  |
| <b>Qualitative evaluation in terms of sustainability</b> | <p>'Shop fitting as a service' is based on the cradle-to-cradle principle. The aim is waste-free production through maximum reuse of materials in a closed distribution channel. The company opts for light bulbs which can be reused several times and for removable floors and ceilings which can be placed elsewhere, instead of stone floors which can only be taken up through major demolition.</p>  |
| <b>Alternative to the product approach</b>               | <p>The customer used an interior designer for its store without having to give detailed consideration to the reuse of the materials via the cradle-to-cradle approach.</p>   |
| <b>Levers for implementation</b>                         | <p>Grant to be able to carry out a feasibility study for the development of the idea.</p>  |
| <b>CONTACT</b>   |  |
| company contact details                                  | Stadsestraat 43A<br>2250 Olen - info@beneens.be  |
| Internet link  | <a href="http://www.beneens.be">http://www.beneens.be</a>  |

# Michelin Fleet Solutions



|  |  |
|--|--|
| <b>Company name</b>                                      | Michelin   |
| <b>Company size (Micro-entity/SME/Large company)</b>     | Large company  |
| <b>sphere of operation</b>                               | Transport  |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | B2B  |
| <b>Geographic scope</b>                                  | Europe   |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |  |
| <b>Type of PSS solution (product, use, result).</b>      | <b>Pay per unit of service</b>   |
| <b>Description of the solution</b>                       | <p>For part of its activity, the Michelin group offers those of its customers who have a large vehicle fleet (at least 200 lorries or coaches) a solution for managing their tyres called Michelin Fleet Solutions (MFS). Through a multi-year contract, these customers outsource in full the management of their tyre stock. They no longer own them. MFS takes care of the checking, the optimal inflation, the retreading and the remoulding of the tyres and also recycles them. The invoicing is done according to the mileage driven. The offer also exists for airlines, in which case the invoicing is based on the number of landings.</p> |
| <b>Implementation context</b>                            | <p>Through its expertise, Michelin is able to design tyres with low rolling resistance and a long lifespan, but this use value is not always perceived by the purchasing departments of its customers who are looking for the lowest purchase price. With the MFS offer, Michelin has been able to make the most of the benefits of its tyres: tyre ranges such as "Energy" have better rolling and are designed in such a way that they can be retreaded and remoulded, which makes them last 2.5 times longer.</p>   |
| <b>ADDITIONAL INFORMATION</b>                            |  |
| <b>Qualitative evaluation in terms of sustainability</b> | <p>Environment and savings: For a lorry or a coach, around a third of the energy needed for mobility is used to overcome the rolling resistance: optimising the use of tyres by providing regular maintenance makes it possible to realise fuel savings of between 1 and 3 %. This saving pays for some or all of the costs invoiced by MFS and reduces the customers' tyre budgets accordingly. The MFS model is therefore genuinely profitable while allowing its customers to reduce their costs. By remaining owner of the tyres, MFS retains a quality raw material which it salvages with end-of-life tyres.</p>                               |
| <b>Market potential</b>                                  | <p>In 2010, Michelin Fleet solutions: (2010 data)</p> <ul style="list-style-type: none"> <li>- was 80 years old,</li> <li>- had more than 500 contracts,</li> <li>- had 300,000 equipped vehicles.</li> </ul>  |
| <b>Financial arrangement</b>                             | <p>The customer is invoiced for the mileage driven and a contract is concluded between the parties for a period of 3 to 6 years, thus committing each to a long-term partnership.</p>  |
| <b>Alternative to the product approach</b>               | <p>Before: the customer purchases a primary investment, tyres.<br/>         After: via a contract, the customer formalises a total investment thanks to controlling its costs, reducing breakdowns, reliability, fuel economy, image value, focussing on its core business, etc.</p>   |
| <b>CONTACT</b>   |  |
| <b>company contact details</b>                           | 078 15 15 62<br>truckbenelux@nl.michelin.com   |
| <b>Internet link</b>                                     | <a href="http://www.michelintransport.com">http://www.michelintransport.com</a>  |

# Mud Jeans rental



|  |   |
|--|---|
| <b>Company name</b>                                  | Mud Jeans   |
| <b>Company size (Micro-entity/SME/Large company)</b> |   |
| <b>sphere of operation</b>                           | Ready to wear   |
| <b>Customer approach (b2b/b2c/C2C)</b>               | B2C   |
| <b>Geographic scope</b>                              | Netherlands   |
| <b>DESCRIPTION OF THE SOLUTION</b>                   |   |
| <b>Type of PSS solution (product, use, result).</b>  | <b>Rented or shared product</b>   |
| <b>Description of the solution</b>                   | The Mud Jeans brand has set up a jeans rental system. For a cost of 20€ per pair of jeans and 5€ per month, the customer receives a pair of jeans. Once the customer no longer wants the jeans, he takes them back and other customers can use them or else they are recycled into a new pair. Throughout the rental period, a free repair service is made available to the customer. |
| <b>Implementation context</b>                        | Mud Jeans is an environmentally-responsible company which markets new-generation jeans made from recycled organic cotton.   |
| <b>CONTACT</b>                                       |   |
| company contact details                              |   |
| Internet link  | <a href="http://www.mudjeans.nl/">http://www.mudjeans.nl/</a>   |

# NNOF



|  |  |
|--|--|
| <b>Company name</b>                                      | NNOF concept (multipartner)  |
| <b>Company size (Micro-entity/SME/Large company)</b>     | SME  |
| <b>sphere of operation</b>                               | Office and Computing   |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | B2B  |
| <b>Geographic scope</b>                                  | Brussels   |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |  |
| <b>Type of PSS solution (product, use, result).</b>      | <b>The operational result</b>  |
| <b>Description of the solution</b>                       | NNOF is a new, future-oriented concept developed by companies in the office furnishing sector which advocate an environmental and sustainable mode of business. Your Mover and Your Mover Logistics offer a preventive and remedial maintenance and repair service in order to guarantee greater longevity for office furniture. Remus then researches openings and markets (not-for-profit organisations, spin-offs, etc.) with a view to giving a second life to the furniture restored in this way. And finally, D&C Services tries to integrate as many salvaged materials and elements as possible into its new office concepts, while respecting the spirit of the new concept and the 'look&feel' impression. |
| <b>Implementation context</b>                            | After calculating its ecological footprint, one of the current partner companies wanted to reduce its impact on the environment. According to the study, the CO2 emissions in particular were able to be offset by selective and rigorous waste sorting and by more recycling efforts.   |
| <b>ADDITIONAL INFORMATION</b>                            |  |
| <b>Qualitative evaluation in terms of sustainability</b> | Environment:<br>70% of the old furniture is salvaged in the refurbishment. Following an office move, the furniture is collected by NNOF which ensures reuse, sorting by a guarded workshop or donations for social purposes.   |
| <b>Market potential</b>                                  | In 2011, the NNOF programme repaired around 1700 chairs and 500 cupboards. 1200 offices were given the "NNOF" treatment.   |
| <b>CONTACT</b>   |  |
| <b>company contact details</b>                           | Radiatorenstraat 1<br>1800 Vilvoorde<br>Lenaerts Anne<br>Tel: +32 (0)2 255 42 62<br>Email : anne.lenaerts@yourmover.com  |
| <b>Internet link</b>                                     | <a href="http://www.nnof.be/">http://www.nnof.be/</a>  |

# (Tool Library/ TimeSharing.net) Object library

|  |   |
|--|---|
| <b>Company name</b>                                  | Object library  |
| <b>Company size (Micro-entity/SME/Large company)</b> | Experimentation/project   |
| <b>sphere of operation</b>                           |   |
| <b>Customer approach (b2b/b2c/C2C)</b>               | C2B2C   |
| <b>Geographic scope</b>                              |   |
| <b>DESCRIPTION OF THE SOLUTION</b>                   |   |
| <b>Type of PSS solution (product, use, result).</b>  | <b>Pooled product</b>   |
| <b>Description of the solution</b>                   | <p>The object library operates as a micro-leasing service for domestic equipment. The object library manages the equipment, puts the customers into contact and ensure compliance with the operating regulations. The concept operates using a stock of current equipment (like the public Tool Libraries in the United States and the Qui-loue-tout type of rental stores in France) and on the basis of hiring out equipment owned by individuals (like the TimeSharing.net project which offers a platform for micro-leasing between individuals).</p>   |
| <b>Implementation context</b>                        | <p>The Tool Libraries in the United States operate like municipal libraries which loan tools free of charge to residents who have paid an annual contribution to be a member. The replacement of the tools is financed primarily by the fines for the tools that are returned late.</p> <p>TimeSharing.net is a project developed in connection with the EMUDE European research project. It consists of a platform for the micro-leasing of tools and utensils between individuals. The platform puts the enquirer in touch with a bidder close to him and also provides management of a micro-insurance policy in the event of breakage/loss of the equipment and a computerised system for monitoring the loans.</p> |
| <b>CONTACT</b>                                       |   |
| <b>company contact details</b>                       |   |
| <b>Internet link</b>                                 | <a href="http://northportlandtoollibrary.org/">http://northportlandtoollibrary.org/</a>   |

| <h1>Pay-per-lux</h1>                                     |   |
|--|---|
| <b>Company name</b>                                      | Philips   |
| <b>Company size (Micro-entity/SME/Large company)</b>     | Large company   |
| <b>sphere of operation</b>                               | Energy  |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | B2B   |
| <b>Geographic scope</b>                                  | Europe  |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |   |
| <b>Type of PSS solution (product, use, result).</b>      | <b>The operational result</b>   |
| <b>Description of the solution</b>                       | A bespoke lighting system called "Pay per lux" which consists in paying only for the quantity of light actually consumed rather than for the ownership of the lighting device itself. In this way, Dynamic Lighting enables the customer to control the light precisely in order to adapt it to a given space. The Philips Smart meters record the energy consumption and indicate how and where this energy has been used. |
| <b>Implementation context</b>                            | This concept has been offered by RAU, a firm of architects. RAU was not interested in the lighting system in itself but rather in being able to control easily the lighting intensity of its spaces.  |
| <b>ADDITIONAL INFORMATION</b>                            |   |
| <b>Qualitative evaluation in terms of sustainability</b> | The system uses LED lights. Monitoring the consumption means the consumption can be reduced.  |
| <b>Financial arrangement</b>                             | The customer pays per lux consumed.   |
| <b>Alternative to the product approach</b>               | Instead of investing in a lighting system (equipment and products) and paying for the electricity, the customer pays for the 'luminous' performance of the system.  |
| <b>CONTACT</b>   |   |
| <b>company contact details</b>                           |   |
| <b>Internet link</b>                                     | <a href="http://www.lighting.philips.fr">http://www.lighting.philips.fr</a>   |



# Parkatmyhouse



|  |   |
|--|---|
| <b>Company name</b>                                      | ParkatmyHouse   |
| <b>Company size (Micro-entity/SME/Large company)</b>     | SME   |
| <b>sphere of operation</b>                               | Transport   |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | B2C   |
| <b>Geographic scope</b>                                  | UK  |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |   |
| <b>Type of PSS solution (product, use, result).</b>      | <b>Pay per unit of service</b>  |
| <b>Description of the solution</b>                       | How can access to individual parking spaces be facilitated while sharing underused spaces in a collaborative way?<br>ParkatmyHouse is a solution which aims to offer alternative, local, cheaper parking spaces while enabling the owners of these spaces to earn money and maximise the use of their space.  |
| <b>Implementation context</b>                            | The idea falls within the context of the financial crisis. For many households, earning an additional 50 euro per week can make a difference. With fuel prices constantly rising, the global costs linked to car use are increasing all the time. Parkatmyhouse, by offering parking spaces that are cheaper and closer than the traditional car parks, helps to meet these challenges.   |
| <b>ADDITIONAL INFORMATION</b>                            |   |
| <b>Qualitative evaluation in terms of sustainability</b> | At the environmental level, the mobile application lets you know automatically where the free space is and means you can avoid the additional miles of driving around the area trying to find a free space. Parking spaces made available near public transport points also fall within a rationale of integrated multimodal mobility, in which a first part of the journey is made by car and the rest by public transport (bus, underground, etc.). The efficient use of unused parking spaces also makes it possible to avoid the additional construction of car parks, in competition with other more environmentally-friendly uses of the space available. |
| <b>Market potential</b>                                  | Potential replicability in the major European cities. More than 150,000 people in Great Britain use this service for an amount exchanged on site of more than 5 million dollars. A priest recently rented out the parking spaces at his church (situated near King's Cross station in London), enabling him to generate an additional £50,000 in 2 years which was used to support local projects.  |
| <b>Financial arrangement</b>                             | Private initiative.   |
| <b>Alternative to the product approach</b>               | Moving from selling land intended for parking to making personal parking spaces available   |
| <b>CONTACT</b>   |   |
| company contact details                                  | <a href="mailto:help@parkatmyhouse.com">help@parkatmyhouse.com</a> .  |
| Internet link  | <a href="https://www.parkatmyhouse.com/">https://www.parkatmyhouse.com/</a>   |



# Peugeot Mu



|  |  |
|--|--|
| <b>Company name</b>                                      | Peugeot  |
| <b>Company size (Micro-entity/SME/Large company)</b>     | Large company  |
| <b>sphere of operation</b>                               | transport  |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | B2C  |
| <b>Geographic scope</b>                                  | Europe   |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |  |
| <b>Type of PSS solution (product, use, result).</b>      | <b>Rented or shared product</b>  |
| <b>Description of the solution</b>                       | Relying on its dense network, Peugeot decided to set up an "open" rental offer, in other words making it possible, after opening an account, to choose a vehicle according to the need, from a scooter to a utility vehicle and including all tourist cars. This multimodal offer is supplemented by forming a partnership with a travel specialist for those who want to combine train and car. |
| <b>Implementation context</b>                            | The demand in terms of mobility is changing very rapidly. Mobility is becoming multimodal: each need has its mode of transport. Peugeot works on the assumption that ownership of a vehicle is no longer essential for social status; it may even be an obstacle to it. On this basis, the company has been offering the Mu multimodal mobility product since 2009.                              |
| <b>ADDITIONAL INFORMATION</b>                            |  |
| <b>Qualitative evaluation in terms of sustainability</b> | Vehicles with no carbon emissions when rolling feature prominently in this selection, with the Peugeot iOn, a 100% electric city car, the power-assisted bicycle and the e-Vivacity scooter.   |
| <b>Market potential</b>                                  | 4000 accounts opened 18 months after launch, in other words by mid-2010; 3000 in France and 1000 in Germany, Belgium and Great Britain.  |
| <b>Financial arrangement</b>                             | Like the mobile telephone, the "Mu by Peugeot" offer operates on the principle of prepaid units. By creating a mobility account online, once and for all (with subscription rights), you can then top up your mobility units as required.  |
| <b>Alternative to the product approach</b>               | Rental of a multimodal service as a replacement for the sale of a dedicated vehicle.   |
| <b>CONTACT</b>   |  |
| <b>company contact details</b>                           | Peugeot - 75 avenue de la Grande Armée 75116 Paris   |
| <b>Internet link</b>                                     | <a href="http://www.mu.peugeot.fr/">http://www.mu.peugeot.fr/</a>  |

# PFI Street lighting




|  |   |
|--|---|
| <b>Company name</b>                                  | SSE Contracting and Hampshire Council   |
| <b>Company size (Micro-entity/SME/Large company)</b> | SME   |
| <b>sphere of operation</b>                           | Energy  |
| <b>Customer approach (b2b/b2c/C2C)</b>               | B2B   |
| <b>Geographic scope</b>                              | United Kingdom  |
| <b>DESCRIPTION OF THE SOLUTION</b>                   |   |
| <b>Type of PSS solution (product, use, result).</b>  | <p><b>The operational result</b></p> <p>The project is based on an agreement between Hampshire County Council, United Kingdom, and SSI Contracting. The contractor has the responsibility for establishing and maintaining a lighting network for a contractually determined sum. The contractor is encouraged to reduce the operation and the maintenance cost over the 25 years of the contractual relationship. The contractor is contractually bound to comply with the environmental criteria and is encouraged to rationalise the use of materials and increase the lifespan of the equipment in order to reduce the replacement costs. On account of the financial risk, SSI Contracting is encouraged to reduce energy consumption.</p> |
| <b>Description of the solution</b>                   |   |
| <b>Implementation context</b>                        | A very long-term Public-Private Partnership between the public authority and the operator   |
| <b>ADDITIONAL INFORMATION</b>                        |   |
| <b>CONTACT</b>                                       |   |
| company contact details                              | SSI Contracting, 55 Vastern Road Reading Berkshire RG1 8BU  |
| Internet link  | <a href="http://lightsoninhampshire.co.uk">http://lightsoninhampshire.co.uk</a>   |

# Philips Omnidiagnost



|  |   |
|--|---|
| <b>Company name</b>                                  | Philips   |
| <b>Company size (Micro-entity/SME/Large company)</b> | Large company   |
| <b>sphere of operation</b>                           |   |
| <b>Customer approach (b2b/b2c/C2C)</b>               | B2B   |
| <b>Geographic scope</b>                              | USA   |
| <b>DESCRIPTION OF THE SOLUTION</b>                   |   |
| <b>Type of PSS solution (product, use, result).</b>  | <b>Rented or shared product</b>   |
| <b>Description of the solution</b>                   | The OmniDiagnost Eleva is a "multifunctional remote-controlled X-ray system combining digital, CR and conventional imaging" product by Philips. Its principal advantage is flexibility: it is possible to carry out a variety of examinations using this device. Moreover, Philips offers to provide the maintenance of the product, training in its use and even the option of renting it rather than purchasing it. |
| <b>Implementation context</b>                        | Hospital equipment is very expensive and often unfunctional. In addition to the direct cost of the product, the surface area needed to position the equipment is also problematic.  |
| <b>CONTACT</b>                                       |   |
| <b>Internet link</b>                                 | <a href="http://www.healthcare.philips.com/de_de/products/xray/products/fluoroscopy/omnidiagnost/">http://www.healthcare.philips.com/de_de/products/xray/products/fluoroscopy/omnidiagnost/</a>   |

| <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="flex: 1;"> <h1 style="margin: 0;">TC Energy</h1> </div> <div style="flex: 0.5; text-align: center;">  </div> </div> |  |
|--|--|
| <b>Company name</b>  | Priva  |
| <b>Company size (Micro-entity/SME/Large company)</b>   | Large company  |
| <b>sphere of operation</b>   | Energy   |
| <b>Customer approach (b2b/b2c/C2C)</b>   | B2B and B2C  |
| <b>Geographic scope</b>  | International  |
| <b>DESCRIPTION OF THE SOLUTION</b>   |  |
| <b>Type of PSS solution (product, use, result).</b>  | <b>Services directly linked to the products</b>  |
| <b>Description of the solution</b>   | <p>TC Energy is an integrated solution for energy management and building management. TC Energy, within the Top-Control Suite, gives, online, a clear overview of the most relevant energy information. It gathers together all the energy data and transforms it into information that can be understood by everyone. Its close integration with the Priva building technical management system thus renders obsolete the need for a connection to a separate energy monitoring system or to a complex dedicated interface. The possible error rate is reduced accordingly and the integration costs are reduced greatly.</p> |
| <b>Implementation context</b>  | <p>Energy management is an essential item on the agenda of building owners. Priva offers the leading fully integrated system for energy management and building management: TC Energy.</p> <p>TC Energy, which is part of Top Control, displays all the energy flows within the building. The customer thus has a clear overview of how he is managing his energy.</p>   |
| <b>CONTACT</b>   |  |
| company contact details  | Priva Building Intelligence NV<br>Rijnkaai 37<br>Antwerpen 2000<br>Belgium   |
| Internet link  | <a href="http://www.priva.be/fr/products/tc-energy">http://www.priva.be/fr/products/tc-energy</a>  |

# Renac



|  |   |
|--|---|
| <b>Company name</b>                                  | Renac   |
| <b>Company size (Micro-entity/SME/Large company)</b> | SME   |
| <b>sphere of operation</b>                           | Education   |
| <b>Customer approach (b2b/b2c/C2C)</b>               | B2C   |
| <b>Geographic scope</b>                              | Canada  |
| <b>DESCRIPTION OF THE SOLUTION</b>                   |   |
| <b>Type of PSS solution (product, use, result).</b>  | <b>Product leasing</b>  |
| <b>Description of the solution</b>                   | <p>The company Renac offers a calculator rental service aimed at students.</p> <p>Rather than investing in an expensive calculator, the student can save more than 70 % by renting it, according to Renac. Six calculators are available on the website with prices starting from 1.25 CAD per month. It is possible to choose one's rental period: monthly, half-yearly, for 10 months, yearly or two-yearly, with a reduced rate depending on the duration. At the end of the rental period, the student returns the calculator to Renac in a prepaid envelope.</p> |
| <b>Implementation context</b>                        | <p>Based on the observation that calculators are never used after the secondary school years, Renac decided to offer a rental service rather than sale.</p>   |
| <b>CONTACT</b>                                       |   |
| company contact details                              | <a href="mailto:support@renac.ca">support@renac.ca</a>  |
| Internet link  | <a href="http://www.renac.ca">http://www.renac.ca</a>   |

# Electric battery rental



|  |   |
|--|---|
| <b>Company name</b>                                      | Renault   |
| <b>Company size (Micro-entity/SME/Large company)</b>     | Large company   |
| <b>sphere of operation</b>                               | Transport   |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | B2B and B2C   |
| <b>Geographic scope</b>                                  | International   |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |   |
| <b>Type of PSS solution (product, use, result).</b>      | <b>Rented or shared product</b>   |
| <b>Description of the solution</b>                       | The solution envisaged by Renault to reduce the purchase price of electric cars consists in renting the batteries rather than selling them, since it is this element that makes the electric car so expensive (more than 10,000 euro for Lithium-Ion batteries). Three recharging methods are offered: slow recharge via a traditional socket in 7 to 8 hours, quick recharge (80% of the battery recharged in 20 minutes) and quickdrop which will consist in replacing the battery in a few minutes at a planned specialist "Better place" station ( <a href="http://www.betterplace.com">http://www.betterplace.com</a> ). |
| <b>Implementation context</b>                            | Renault is developing its strategy to distribute the electric car model. It initially offered four vehicles which were marketed between 2011 and 2012 in Europe and Israel: a Kangoo-type utility vehicle, a large family saloon, a small car of a similar size to a Clio and a little, new-design city car which is totally different from its current offer. Two of these vehicles will be built in France.   |
| <b>ADDITIONAL INFORMATION</b>                            |   |
| <b>Qualitative evaluation in terms of sustainability</b> | Environment: an electric vehicle reduces CO2 emissions when in use.<br>Renault looks after the entire lifecycle of the battery, from manufacture to recycling.  |
| <b>Market potential</b>                                  | Renault has not announced any sales targets. But electric vehicles could represent 10% of the global market within the next 10 years (by 2022), namely 6 million vehicles.  |
| <b>Financial arrangement</b>                             | The customer purchases the car and pays a monthly rental for the battery. The monthly rental cost varies from 72 to 125 € depending on the duration of the contract commitment and the annual mileage.  |
| <b>Alternative to the product approach</b>               | Instead of purchasing the car with the battery, Renault always offers the battery for rent. This ensures a competitive price which is equivalent to a diesel car from the same range.   |
| <b>Levers for implementation</b>                         | The environmental bonus set up by the State (in Belgium, also) ensures a discount for the customer ranging from 5000 to 7000€ when purchasing his vehicle (the bonus is dependent on the CO2 emission rate/km).   |
| <b>CONTACT</b>   |   |
| company contact details                                  |   |
| Internet link  | <a href="http://www.renault.be">http://www.renault.be</a>   |

# Safechem



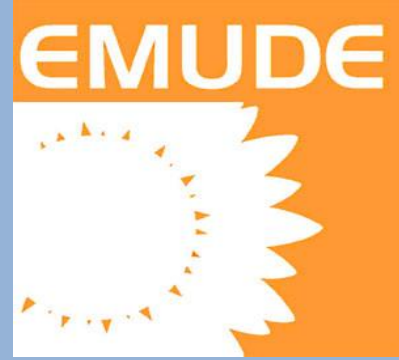
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|--|--|
| <b>Company name</b>                                      | Safechem (Dow Chemicals)   |
| <b>Company size (Micro-entity/SME/Large company)</b>     | Large company  |
| <b>sphere of operation</b>                               | Chemistry  |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | B2B  |
| <b>Geographic scope</b>                                  | Germany  |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |  |
| <b>Type of PSS solution (product, use, result).</b>      | <b>Pay per unit of service</b>   |
| <b>Description of the solution</b>                       | Dow offers a service in which the solvent product is only one element of the service. The user connects to his sealed cleaning tank the container containing the fresh solvent at the inlet and an empty container at the outlet. Once this empty container is full, he sends it to Safechem, a company newly created for this application within the Dow Chemicals Group, which recycles it. Safechem invoices each use of a volume of solvent.   |
| <b>Implementation context</b>                            | Chlorinated solvents are used to remove grease from metal items. This type of product pollutes for centuries when it ends up unrecoverable in the waterways or the ground. Other procedures exist, which are generally less effective and not always less polluting. A wave of protest swept through Germany and rumours of a ban on its use appeared at the end of the 1990s. The various stakeholders (green parties, NGOs) singled out these dangerous products. The German subsidiary of Dow Chemicals grasped the problem firmly and sought a solution.   |
| <b>ADDITIONAL INFORMATION</b>                            |  |
| <b>Qualitative evaluation in terms of sustainability</b> | <p>Environmental sustainability: Drastic reduction in the quantities of chlorinated solvents used: from 25 tonnes per year per customer in 1998 to 2 tonnes in 2002.</p> <p>In terms of working conditions: the operators are no longer subjected to the vapours released.</p> <p>In economic terms: increase in turnover with fewer products sold (50,000,000 in 2010).<br/>Image of the company boosted and highlighted by the Minister of the Environment in Germany.<br/>38 jobs for the department.</p> <p>Benefit for the customer: the customer no longer has to manage polluting waste products.</p> |
| <b>Market potential</b>                                  | <p>A credible, and therefore replicable, solution to using polluting products.<br/>More than 3,500 European customers have chosen this system.</p>   |
| <b>Alternative to the product approach</b>               | Moving from selling solvents to selling services   |
| <b>Lever for implementation</b>                          | External pressure (NGO, stakeholders)  |
| <b>CONTACT</b>   |  |
| company contact details                                  | SAFECEM Europe GmbH<br>Georg-Glock-Str. 3<br>40474 Duesseldorf, Germany<br>Phone: +49 211 4389-300<br>Fax: +49 211 4389-389  |
| Internet link  | <a href="http://www.safechem-europe.com">www.safechem-europe.com</a>   |

# Sekisui



|  |  |
|--|--|
| <b>Company name</b>                                      | Sekisui  |
| <b>Company size (Micro-entity/SME/Large company)</b>     | Large company  |
| <b>sphere of operation</b>                               |  |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | B2C  |
| <b>Geographic scope</b>                                  | international  |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |  |
| <b>Type of PSS solution (product, use, result).</b>      | <b>The operational result</b>  |
| <b>Description of the solution</b>                       | The company Sekisui buys back prefabricated homes which consumers no longer want, disassembles them into various units on site and transports these units to its own production and reassembly site.   |
| <b>Implementation context</b>                            | In Japan, the prefabricated homes business has grown. A survey revealed that people build their home not for technical reasons but rather to redefine the layout of their dwelling. Facing with increasing demand, Sekisui has developed a solution. |
| <b>ADDITIONAL INFORMATION</b>                            |  |
| <b>Qualitative evaluation in terms of sustainability</b> | According to a recent study ("Life-cycle Impact Assessment Method based on Endpoint Modelling"), this method makes it possible to reuse up to 85% of the weight of the original house.   |
| <b>CONTACT</b>   |  |
| <b>Internet link</b>                                     | <a href="http://www.sekisuichemical.com/">http://www.sekisuichemical.com/</a>  |





# Neighbourhood Collaborative Services

|  |   |
|--|---|
| <b>Company name</b>                                      | European Research Project FP6 EMUDE (Emerging Users Demands in Sustainable Solutions)   |
| <b>Company size (Micro-entity/SME/Large company)</b>     | Experimentation/project   |
| <b>sphere of operation</b>                               |   |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | C2B2C   |
| <b>Geographic scope</b>                                  |   |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |   |
| <b>Type of PSS solution (product, use, result).</b>      | Mixed   |
| <b>Description of the solution</b>                       | <p>Neighbourhood Collaborative Services are platforms providing the exchange of products and services between inhabitants in the same district.</p> <p>The principles of the major examples of collaborative consumption (house swaps for holidays, car-sharing, etc.) are offered in the sphere of the family and family functions: local library providing an exchange of books between individuals, micro-leasing of domestic utensils and equipment, exchanges of cooked portions and meals, availability of laundry appliances, etc.</p> <p>In each case, a platform enables:</p> <ul style="list-style-type: none"> <li>- smooth and instantaneous contact between the family members;</li> <li>- definition of a semi-formal context ensuring interpersonal confidence;</li> <li>- monitoring and mediation in the event of any problems;</li> <li>- etc.</li> </ul> <p>Neighbourhood Collaborative Services are characterised by exchanges requiring urban proximity, implying the functioning of the close family circle and assuming good reactivity and reliability.</p> |
| <b>ADDITIONAL INFORMATION</b>                            |   |
| <b>Qualitative evaluation in terms of sustainability</b> | The benefits of Neighbourhood Collaborative Services lie in the intensification of the use of household equipment, local social interaction for the participating users and business creation for the design, production, maintenance and development of the web tools as well as localised jobs for management, facilitation and mediation.  |
| <b>CONTACT</b>   |   |
| company contact details                                  |   |
| Internet link  | <a href="http://www.strategicdesignscenarios.net/collaborative-services-book/">http://www.strategicdesignscenarios.net/collaborative-services-book/</a>   |

# ShareDesk



|  |  |
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| <b>Company name</b>                                  | ShareDesk  |
| <b>Company size (Micro-entity/SME/Large company)</b> | Micro-entity   |
| <b>sphere of operation</b>                           |  |
| <b>Customer approach (b2b/b2c/C2C)</b>               | B2B  |
| <b>Geographic scope</b>                              | international  |
| <b>DESCRIPTION OF THE SOLUTION</b>                   |  |
| <b>Type of PSS solution (product, use, result).</b>  | <b>Rented or shared product</b>  |
| <b>Description of the solution</b>                   | ShareDesk enables businesses with free spaces to rent them out via their website. The objective is to provide a platform to the various interested parties: the owners place an advertisement and the lessees can browse the site in order to choose the offer that meets their needs. ShareDesk determines a rent a takes a commission of 15 %. |
| <b>Implementation context</b>                        | Too many work spaces (offices, meeting rooms, etc.) are underused. Studies showed that, on average, only 45 % of the work space was used.  |
| <b>ADDITIONAL INFORMATION</b>                        |  |
| <b>Internet link</b>                                 | <a href="http://www.sharedesk.net/">http://www.sharedesk.net/</a>  |

# Solar City



|   |   |
|---|---|
| <b>Company name</b>                                 | Solar City  |
| <b>sphere of operation</b>                          | Solar energy  |
| <b>Customer approach (b2b/b2c/C2C)</b>              | B2C   |
| <b>DESCRIPTION OF THE SOLUTION</b>                  |   |
| <b>Type of PSS solution (product, use, result).</b> | <b>Product rental</b>   |
| <b>Description of the solution</b>                  | The solution offered by Solar City is to rent solar panels rather than sell them. The amounts are paid on a monthly basis by the consumer. In the USA, for a "typical" household, the combined total of the monthly rental for the panels and of the bill for the electricity not generated by the system turns out to be lower than the bill when 100% of the electricity is purchased from a distributor. |
| <b>Implementation context</b>                       | In the USA, the purchase of solar panels is limited because the cost on investment is considered high by consumers.   |
| <b>CONTACT</b>                                      |   |
| <b>Internet link</b>                                | <a href="http://www.solarcity.com/residential/solar-lease.aspx">http://www.solarcity.com/residential/solar-lease.aspx</a>   |

# SR Technics



|  |  |
|--|--|
| <b>Company name</b>                                  | SR Technics  |
| <b>Company size (Micro-entity/SME/Large company)</b> | Large company  |
| <b>sphere of operation</b>                           | Transport  |
| <b>Customer approach (b2b/b2c/C2C)</b>               | B2B  |
| <b>Geographic scope</b>                              | International  |
| <b>DESCRIPTION OF THE SOLUTION</b>                   |  |
| <b>Type of PSS solution (product, use, result).</b>  | <b>The operational result</b>  |
| <b>Description of the solution</b>                   | SR Technics is a jet engine maintenance company. Instead of a simple maintenance service, the company provides customers with a desired number of hours of operation.  |
| <b>Implementation context</b>                        | Because of noise-related restrictions, all jet engines must be serviced after approximately every 5000 hours of operation. The company realised that it could reduce the volume of noise and thus increase the number of hours of operation to 7000. |
| <b>CONTACT</b>                                       |  |
| company contact details                              | Switzerland Tel: +41 58 688 6666   |
| Internet link  | <a href="http://www.srtechnics.com/">http://www.srtechnics.com/</a>  |

# E-starpack



|  |  |
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| <b>Company name</b>                                      | Starway co   |
| <b>Company size (Micro-entity/SME/Large company)</b>     | SME  |
| <b>sphere of operation</b>                               | materials  |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | B2B  |
| <b>Geographic scope</b>                                  | Japan  |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |  |
| <b>Type of PSS solution (product, use, result).</b>      | <b>The operational result</b>  |
| <b>Description of the solution</b>                       | <p>Starway Co., based in Tokyo, offers an integrated, environmentally-friendly packaging service and delivery services. The service is based on the use of recyclable and reusable packing boxes. The company provides a series of integrated services, including delivery, packing, monitoring and providing environmental data.</p> <p>Traditionally, the majority of logistics businesses are responsible only for delivery operations, and the customers do their own packing and manage their delivery data themselves. Starway has developed a box called "e-starpack", of which it retains ownership, and has begun to offer all the integrated logistics services for this packaging. The company reuses these boxes several times instead of selling them individually.</p>                                   |
| <b>Implementation context</b>                            | Launched in Japan in 1999.   |
| <b>ADDITIONAL INFORMATION</b>                            |  |
| <b>Qualitative evaluation in terms of sustainability</b> | <p>Economic saving for the customer: the service enables the customers to reduce the number of working hours required to manage the packaging and the materials, the cost of the packing materials and the costs of getting rid of used materials. In addition, the customers do not need storage space for packaging materials. In terms of the environment, the service helps to save resources and reduce waste: the packaging materials can be used repeatedly. Customers who send 10,000 parcels per month can reduce their annual consumption from 120,000 packs of packets (240 tonnes) to 1,000 packs (2 tonnes) by using the e-starpack service (if the packet is used 240 times). This equates to a reduction of 36.4 tonnes of CO2 and 0.3 tonnes of NOx, as well as preserving 2.4 hectares of forest.</p> |
| <b>CONTACT</b>   |  |
| company contact details                                  |  |
| Internet link  | <a href="http://www.starway.co.jp/index.html">http://www.starway.co.jp/index.html</a>  |

# Steelcase



|  |  |
|--|--|
| <b>Company name</b>                                      | Steelcase  |
| <b>Company size (Micro-entity/SME/Large company)</b>     | Large company  |
| <b>sphere of operation</b>                               | Office and Computing   |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | B2B  |
| <b>Geographic scope</b>                                  | International  |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |  |
| <b>Type of PSS solution (product, use, result).</b>      | <b>Product leasing</b>   |
| <b>Description of the solution</b>                       | <p>Since 2007, through a special price offer, Steelcase has made it possible for customers to choose ecodesigned products and take out a 7-year lease. At the end of the period, the customer can purchase the furniture or return it.</p> <p>Four options are offered: replacement of used items, collection for recycling and reuse of the secondary raw materials, donating the furniture to NGOs, and second-hand resale to third parties.</p>   |
| <b>Implementation context</b>                            | <p>Steelcase was founded in the United States, in Michigan, in 1914, to produce metal office furniture. In 1919, the Forges de Strasbourg were created. A joint venture between these two companies took place in 1974 and provided the opportunity for the French branch to acquire expertise in fitting out service industry spaces.</p> <p>In 1999, Steelcase International initiated an eco-design approach, involving the entire company from top to bottom. The perspective of this approach is to offer the customer a global service offering (redesign of the work space) rather than simply furniture.</p> |
| <b>ADDITIONAL INFORMATION</b>                            |  |
| <b>Qualitative evaluation in terms of sustainability</b> | <p>Economic sustainability: For the customer: purchase of a service that is cheaper than a product. Replaceable spare parts.</p> <p>Environmental sustainability: Strengthening of the ecodesign approach. Products that are 98 % recyclable. "Clean" production factories.</p> <p>The partnerships with the customers make it possible to preserve old elements (less consumption of materials).</p> <p>Supplying an end-of-life furniture collection service, with recycling or putting back on the market.</p>  |
| <b>Alternative to the product approach</b>               | Substituting sale of furniture with a global support service for designing the customer's premises.  |
| <b>Levers for implementation</b>                         | Ecodesign, LCA and Cradle2Cradle approach already strongly integrated into the culture of the company, before the leasing solutions were implemented.  |
| <b>CONTACT</b>   |  |
| <b>Internet link</b>                                     | <a href="http://www.steelcase.com">http://www.steelcase.com</a>  |

# Swapstyle

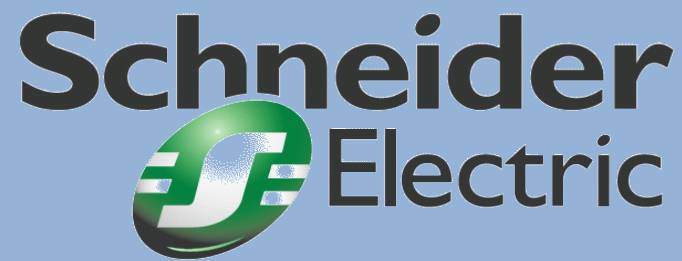


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| <b>Company name</b>                                  | Swapstyle  |
| <b>Company size (Micro-entity/SME/Large company)</b> | SME  |
| <b>sphere of operation</b>                           | Ready to wear  |
| <b>Customer approach (b2b/b2c/C2C)</b>               | C2B2C  |
| <b>Geographic scope</b>                              | International (Australia)  |
| <b>DESCRIPTION OF THE SOLUTION</b>                   |  |
| <b>Type of PSS solution (product, use, result).</b>  | <b>Rented or shared product</b>  |
| <b>Description of the solution</b>                   | An internet platform for individuals for exchanging fashion clothing, aimed at reusing clothes rather than purchasing new fashion items.   |
| <b>Implementation context</b>                        | Based in Sydney, Emily Chesher set up the swapstyle.com website in 2004 to enable women across the world to exchange fashion accessories free of charge. Emily had the idea of swapstyle.com when she was studying design and was shocked by the wastage linked to the process of manufacturing fashion items. She decided to cut short her studies and set up the first global website for free fashion exchange, where consumption and waste are set aside and where sharing and recycling are the norm. Today, the site has 50,000 members globally and more than a million fashion items are exchanged per year. |
| <b>CONTACT</b>                                       |  |
| company contact details                              |  |
| Internet link  | <a href="http://www.swapstyle.com">http://www.swapstyle.com</a>  |

| <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: center;"> <h1>TABACHEM</h1> </div> <div style="text-align: right;">  <br/>  </div> </div> |   |
|---|---|
| <b>Company name</b>   | Experimentation/project   |
| <b>Company size (Micro-entity/SME/Large company)</b>  |   |
| <b>sphere of operation</b>  |   |
| <b>Customer approach (b2b/b2c/C2C)</b>  |   |
| <b>Geographic scope</b>   | Chemistry   |
| <b>DESCRIPTION OF THE SOLUTION</b>  | B2B   |
| <b>Type of PSS solution (product, use, result).</b>   | Belgium (Flanders)  |
| <b>Description of the solution</b>  | <p><b>Product leasing</b></p> <p>The TABACHEM (Take Back Chemicals) research project is being carried out by, among others, the University of Antwerp and the company Haskoning Belgium. The objective of the project is to work on a combination of a Cradle to Cradle approach and Chemical Leasing (companies are no longer invoiced based on the material but rather on the use of chemical products per square metre or on the duration) in order to define some sustainable business models suitable for chemical products.</p> |
| <b>Implementation context</b>   |   |
| <b>Levers for implementation</b>  |   |
| <b>CONTACT</b>  | <p>The project is supported by the MIP (<i>Milieu- en Energytechnologie Innovatie Platform</i> [Environmental &amp; Energy Technology Innovation Platform]).</p>  |
| company contact details   |   |
| Internet link   |   |
| <p>Bart Vander Velpen<br/>         Corporate Innovation Director<br/>         b.vandervelpen@royalhaskoning.com<br/>         Tel. +32 (0)497 34 56 21</p> <p><a href="http://www.mipvlaanderen.be/en/webpage/166/tabachem.aspx">http://www.mipvlaanderen.be/en/webpage/166/tabachem.aspx</a></p>  |   |



# TAC Energy Solutions



|  |   |
|--|---|
| <b>Company name</b>                                      | Schneider Electric  |
| <b>Company size (Micro-entity/SME/Large company)</b>     | Large company   |
| <b>sphere of operation</b>                               | Energy  |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | B2B   |
| <b>Geographic scope</b>                                  |   |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |   |
| <b>Type of PSS solution (product, use, result).</b>      | <b>The operational result</b>   |
| <b>Description of the solution</b>                       | <p>TAC energy Solutions is an ESCO (Energy Service Company). An ESCO is a company which provides an energy service to its customer. It optimises the customer's energy consumption by implementing efficient technologies and by managing the consumption sources (heating and lighting). The supplier assumes the financial risks related to the energy efficiency improvement projects and is paid according to the amount of energy savings.</p> <p>The contract at the basis of the ESCO concept is the EPC (Energy performance Contracting). ☑</p> |
| <b>Implementation context</b>                            | <p>Cases of ESCOs generally occur with public authorities. In this case, the ESCO has been created between TAC Energy Solutions and a Swedish region (Regionfastigheter).</p>   |
| <b>ADDITIONAL INFORMATION</b>                            |   |
| <b>Qualitative evaluation in terms of sustainability</b> | <p>In the context of this project, the ESCO has enabled a saving of 1.26 million € per year. This means a 30% reduction in the consumption of heating. The economic savings guaranteed by the contract were 1.1 million €.</p>  |
| <b>Market potential</b>                                  | <p>In the Nordic countries, the model is widespread among the public institutions.</p>  |
| <b>Financial arrangement</b>                             | <p>The improvement in the energy efficiency of the assets covered by the contract is financed by the energy savings. This means that the customer does not have to make any investment but he pays a monthly amount to the company that manages his asset.</p>  |
| <b>Alternative to the product approach</b>               | <p>The economic model differs from traditional economic models in the sense that the customer no longer enters into a contract for a fixed product/service but rather for a result. In addition, the supplier has a certain amount of freedom in choosing and implementing the technical solutions that are necessary to achieve the energy savings.</p>  |
| <b>CONTACT</b>   |   |
| <b>company contact details</b>                           |   |
| <b>Internet link</b>                                     | <a href="http://www.schneider-electric.com">http://www.schneider-electric.com</a>   |

# The Amazings



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|--|--|
| <b>Company name</b>                                  | The Amazings   |
| <b>Company size (Micro-entity/SME/Large company)</b> | SME  |
| <b>sphere of operation</b>                           | Education  |
| <b>Customer approach (b2b/b2c/C2C)</b>               | C2B2C  |
| <b>Geographic scope</b>                              | UK   |
| <b>DESCRIPTION OF THE SOLUTION</b>                   |  |
| <b>Type of PSS solution (product, use, result).</b>  | Mixed  |
| <b>Description of the solution</b>                   | <p>How can one strengthen social cohesion, promote local skills and develop intergenerational dialogue?</p> <p>The Amazings is an online platform which is based on pensioners so that they can pass on their knowledge, their skills and their experience. Each 'Amazing' must be over 50 and offer a subject which they would like to talk about at a training session/workshop. A community vote determines which of the proposed subjects will actually be turned into real workshops, visits, conferences or training courses.</p> <p>The project aims to solve the issues brought about by the ageing of the population and meet the challenges of transferring skills between generations by promoting old people, who thus remain integrated in active life.</p> |
| <b>Implementation context</b>                        | <p>The project was launched in London. At present, The Amazings offers more than 120 workshops and plans to expand nationally in 2013.</p>   |
| <b>ADDITIONAL INFORMATION</b>                        |  |
| <b>CONTACT</b>                                       |  |
| company contact details                              | Fergusson House, 124-128 City Road, EC1V 2NJ<br>Tel: 0207 490 4573 / Email: info@theamazings.com   |
| Internet link  | <a href="http://www.theamazings.com/">http://www.theamazings.com/</a>  |

# TheSharehood.org



|  |   |
|--|---|
| <b>Company name</b>                                  | TheShareHood.org  |
| <b>Company size (Micro-entity/SME/Large company)</b> | SME   |
| <b>sphere of operation</b>                           |   |
| <b>Customer approach (b2b/b2c/C2C)</b>               | C2B2C   |
| <b>Geographic scope</b>                              | Australia   |
| <b>DESCRIPTION OF THE SOLUTION</b>                   |   |
| <b>Type of PSS solution (product, use, result).</b>  | <b>Rented or shared product</b>   |
| <b>Description of the solution</b>                   | <p>The Sharehood association aims to strengthen resilient, sustainable communities by encouraging people to meet their neighbours and share their assets with each other. The objective of the project is to help develop active, inclusive, environmentally-friendly communities in which the resources are shared locally. This means less production, less consumption and less transport, which are all positive aspects for the environment.</p> |
| <b>Implementation context</b>                        | <p>The Sharehood began in September 2008 in Northcote, an inner suburb to the north of Melbourne, in Australia. Theo Kitchener sent a letter inviting 250 of his neighbours to create a local community to share various household items, pool a variety of skills and get to know each other. On this basis, Theo then developed the project's website. Since then, the collective has become formalised in a not-for-profit organisation.</p>       |
| <b>CONTACT</b>                                       |   |
| company contact details                              |   |
| Internet link  | <a href="http://www.thesharehood.org">http://www.thesharehood.org</a>   |

# Transforming unsold produce



|  |  |
|--|--|
| <b>Company name</b>                                      |  |
| <b>Company size (Micro-entity/SME/Large company)</b>     | Experimentation/project  |
| <b>sphere of operation</b>                               | Food processing  |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | B2C  |
| <b>Geographic scope</b>                                  |  |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |  |
| <b>Type of PSS solution (product, use, result).</b>      | Mixed  |
| <b>Description of the solution</b>                       | <p>The 'Transforming unsold fruit and vegetables' project offers cookery workshops for making preserves. Throughout the year and in particular during the summer months, workshops are organised for transforming the unsold produce from the distribution channels (markets and supermarkets) and from local producers (local farms, communal gardens and individual gardens). The workshops operate as events in the style of festivals or special sales. They are run by a professional chef in a free industrial kitchen (evening, weekend). The workshop participants learn by carrying out the operations to transform the fruit and vegetables. They sell some of their products to the invited visitors to cover the costs.</p> <p>The benefit of the unsold produce transformation workshops lies in adding value to unsold perishable food products in the form of local transformation/sale distribution channels and also in generating business for the organisers. ☑</p> |
| <b>Implementation context</b>                            | <p>Several projects of this type have been started. For example, the ABC-E project which is aimed at setting up microentities for the artisan production of transformed products (jams, juices, etc.) made from the unsold produce from the <i>Banque Alimentaire de Bordeaux et de Gironde</i> [Foodbank of Bordeaux and Gironde] (BABG). The microentities would share a transformation workshop and a commercial brand.</p> <p>The objective is to enable people to move from a situation of insecurity to a situation of independence through the creation of economic activities. Several women are interested in the approach.</p>   |
| <b>ADDITIONAL INFORMATION</b>                            |  |
| <b>Qualitative evaluation in terms of sustainability</b> | <p>This activity makes it possible to reduce food waste. According to some recent figures published, it turns out that 30% of global food production is thrown away without being consumed. Reducing food waste is a priority challenge in the transition towards sustainable development.</p>   |
| <b>CONTACT</b>   |  |
| company contact details                                  | CS BORDEAUX NORD   |
| Internet link  | <a href="http://www.senacs.fr/actions/66-abc.htm">http://www.senacs.fr/actions/66-abc.htm</a>  |

# Tri-Vizor



THE WORLD'S FIRST CROSS SUPPLY CHAIN ORCHESTRATOR®

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| <b>Company name</b>                                      | TRI VIZOR  |
| <b>Company size (Micro-entity/SME/Large company)</b>     | SME  |
| <b>sphere of operation</b>                               | Transport  |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | B2B  |
| <b>Geographic scope</b>                                  | Belgium  |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |  |
| <b>Type of PSS solution (product, use, result).</b>      | <b>Pay per unit of service</b>   |
| <b>Description of the solution</b>                       | <p>TRI-VIZOR encourages businesses to pool their logistics and transport capacities to obtain environmental and financial benefits. The company, based in Antwerp, claims to be "the leading impartial orchestrator of transport and logistics in the world". It negotiates agreements for the sharing of logistics infrastructures between transporters in order that, for example, if two businesses want to carry similar goods to compatible destinations, they can charter a single, full lorry rather than two half-full lorries. TRI-VIZOR also makes it possible for lorries that have just unloaded their cargos not to return empty. The efficient TRI-VIZOR computer programme is able to synchronise loads from several supply chains, and thus reduce the costs and distribute the savings between the various players. Thanks to this information source, TRI-VIZOR can reconcile the logistics needs of the businesses and put an end to empty lorries. ☒</p> |
| <b>Implementation context</b>                            | <p>The transportation of goods in Europe is far from efficient. Less than half of the capacity of the freight vehicles that travel on European roads every day is utilised. One in four travel empty, and those that do transport goods are on average only 57% full. This inefficiency wastes money and causes environmental damage needlessly: excessive fuel consumption, greenhouse gas emissions, traffic jams, noise and infrastructure wear and tear.</p> <p>TRI-VIZOR was the result of an initiative by the University of Antwerp. The company was founded in 2008. Since then, it has built up "a huge database of companies and their flows of goods. Our database covers more than 75,000 transport routes and 100 companies, nearly all leading companies, who are willing to share their data" explains TRI-VIZOR's Sven Verstrepen.</p>   |
| <b>ADDITIONAL INFORMATION</b>                            |  |
| <b>Qualitative evaluation in terms of sustainability</b> | <p>TRI-VIZOR had its first major success in 2011, when it brought together two pharmaceutical companies, Baxter and UCB, in a 'joint haulage' agreement thanks to the logistics services provided by the Belgian company H.Essers. The two pharmaceutical companies had specific needs, in particular the transport of controlled-temperature products.</p> <p>TRI-VIZOR points out that this approach has resulted in savings of 9% and has reduced the carbon footprint of the participants by almost 31% compared with non-grouped transport. According to Sven Verstrepen, several projects are more advanced, and may result in combined logistics savings of 30% . In total, the savings could be considerable. ☒</p>  |
| <b>Market potential</b>                                  | <p>According to the logistics giant DHL, an approach consisting in "mixing, moving and matching" the goods could solve a structural inefficiency which cost the sector 160 billion euro in 2010 alone.</p>   |
| <b>Alternative to the product approach</b>               | <p>Moving from purchasing various logistics services to a more environmentally-friendly integrated solution.</p>   |
| <b>Levers for implementation</b>                         | <p>Intercompany collaboration. Technical logistics orchestration solution.</p>   |
| <b>CONTACT</b>   |  |
| <b>company contact details</b>                           | Galileilaan 18 2845 Niel   |
| <b>Internet link</b>                                     | <a href="http://www.trivizor.com">http://www.trivizor.com</a>  |

# Eco-district Union



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| <b>Company name</b>                                  | La <i>Société d'Economie Mixte</i> [Mixed Economy Company] (SEM) Ville Renouvelée   |
| <b>Company size (Micro-entity/SME/Large company)</b> |   |
| <b>sphere of operation</b>                           | Transport   |
| <b>Customer approach (b2b/b2c/C2C)</b>               | B2B and B2C   |
| <b>Geographic scope</b>                              | France, Lille   |
| <b>DESCRIPTION OF THE SOLUTION</b>                   |   |
| <b>Type of PSS solution (product, use, result).</b>  | Mixed   |
| <b>Description of the solution</b>                   | <p><u>Management of a parking space offer at local level:</u> the objective is to limit the place of the car.</p> <p>Situated between business and residential sectors, multistorey car parks are expected to be shared between residents and businesses. On the ground floor, they will have business spaces, particularly mobility assistance services. Across the Union there is no fixed parking right. It is increased for the first few years during the site's transitional management phase, but it will be reduced as the years go by, when the public transport offer is optimal. The ability of the car parks to evolve has been considered during their design. The clearance (3 metres) will eventually make it possible to reconfigure these car parks into offices. Moreover, in addition to building these car parks, the public transport operator is offering support to the businesses that settle in the eco-district in order to achieve the <i>Plans de Déplacement d'Entreprise</i> [Business Travel Plans].</p> |
| <b>Implementation context</b>                        | <p>The <i>Société d'Economie Mixte</i> [Mixed Economy Company] (SEM) Ville Renouvelée which runs the Union's eco-district project, which will eventually have 4000 inhabitants and 4000 employees, considers that its urban planning mission goes beyond real estate planning and development. In its view, it is a question of dealing with mobility, commercial buildings and housing as a whole.</p>   |
| <b>ADDITIONAL INFORMATION</b>                        |   |
| <b>CONTACT</b>                                       |   |
| company contact details                              |   |
| Internet link  | <a href="http://www.lunion.org/">http://www.lunion.org/</a>   |

# Jim Urban Farming

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| <b>Company name</b>                                  | Jim Urban Farming  |
| <b>Company size (Micro-entity/SME/Large company)</b> | Experimentation/project  |
| <b>sphere of operation</b>                           | Food processing  |
| <b>Customer approach (b2b/b2c/C2C)</b>               | C2B2C  |
| <b>Geographic scope</b>                              | Melbourne, Australia   |
| <b>DESCRIPTION OF THE SOLUTION</b>                   |  |
| <b>Type of PSS solution (product, use, result).</b>  | <b>Pooled product</b>  |
| <b>Description of the solution</b>                   | <p>Jim Urban Farming is a project developed by Veil (Victoria eco-innovation lab, Melbourne) consisting in offering to pool gardening land to generate sufficient parcels of land to ensure the subsistence of an urban farmer.</p> <p>Jim Urban Farming therefore encourages people to give part of their urban gardens over to vegetable-growing (as if a gardener was coming to cultivate it). A small part of the harvest is given to the owners as symbolic remuneration for the use of part of their garden (previously unproductive). The rest of the production is sold to the inhabitants of the district (and self-consumed by the urban farmer). A project similar to Jim Urban Farming is being developed by the Municipality of Ourense, Spain, in 10 villages around the city.</p> |
| <b>Implementation context</b>                        | <p>Jim Urban Farming was inspired by Jim Lawn Mow, a social enterprise in Melbourne which offers garden owners a weekly lawn-mowing service carried out by workers on social integration programmes.</p>   |
| <b>ADDITIONAL INFORMATION</b>                        |  |
| <b>CONTACT</b>                                       |  |
| company contact details                              |  |
| Internet link  |  |

# Vert chez vous



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| <b>Company name</b>                                      | Vert chez vous   |
| <b>Company size (Micro-entity/SME/Large company)</b>     |  |
| <b>sphere of operation</b>                               | Transport  |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | B2B  |
| <b>Geographic scope</b>                                  | Paris, Toulouse  |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |  |
| <b>Type of PSS solution (product, use, result).</b>      | Mixed  |
| <b>Description of the solution</b>                       | Vert chez vous is developing a customer-tailored logistics solution which is constructed on the link between the urban or peri-urban logistics capacity and the use of private vehicles. Various modes of transport and storage are made available in order to develop a sustainable model adapted to the urban context: electric bicycles, barges (warehouse boat), electric or natural gas vans. |
| <b>Implementation context</b>                            | The company uses all the environmentally-friendly modes of transport, in particular the Seine, to implement innovative logistics solutions by reducing the impacts on the environment.   |
| <b>ADDITIONAL INFORMATION</b>                            |  |
| <b>Qualitative evaluation in terms of sustainability</b> | Pooling of flows<br>Based on the traditional freight company model, the flows are consolidated to optimise the rounds departing from the urban platforms.  |
| <b>Market potential</b>                                  | Model replicable in European cities.   |
| <b>CONTACT</b>   |  |
| company contact details                                  |  |
| Internet link  | <a href="http://vertchezvous.com/">http://vertchezvous.com/</a>  |



# VILLO /CYCLOCITY



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| <b>Company name</b>                                      | JCDecaux   |
| <b>Company size (Micro-entity/SME/Large company)</b>     | Large company  |
| <b>sphere of operation</b>                               | Transport  |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | B2C  |
| <b>Geographic scope</b>                                  | Brussels-Capital Region and around twenty European cities  |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |  |
| <b>Type of PSS solution (product, use, result).</b>      | <b>Rented or shared product</b>  |
| <b>Description of the solution</b>                       | Villo! Cyclocity is a solution of bicycles available on a self-service basis. Available 24/7, Villo! offers, in Brussels, a network of 180 stations approximately 450 metres away from each other. Simple to use, the system allows you to pick up or return a bike in a few moments, where you want, when you want to go, for example, to your place of work by alternating the various modes of public transport. Villo Cyclocity® represents a comprehensive package at the service of mobility: stations with bikes, docking stations, terminal and the option of using a season ticket or of making a payment.  |
| <b>Origin of the initiative</b>                          | Launched in Vienna and Cordoba in 2003, the new generation of JCDecaux self-service bikes are now already available in 22 European cities, including Luxembourg-City with Vel'oh! (since March 2008) and Brussels with Villo! (since May 2009).  |
| <b>ADDITIONAL INFORMATION</b>                            |  |
| <b>Qualitative evaluation in terms of sustainability</b> | <b>Environmental:</b> reduction in car use. Reduction in urban pollution. (In 2007, when the Vélib' was launched, 15 % of the users had replaced their car journeys with the self-service bikes (sources: Summary of trips 2007 - the <i>observatoire des déplacements</i> [Travel Observatory] in Paris).<br><b>Economic:</b> Particularly suitable for short distances, this system makes it possible to travel quickly and encourages visits to local businesses. Creation of local jobs (maintenance, repair, distribution of the bikes in the city, help desk, etc.): 550 jobs in the various cities<br><b>Social:</b> encourages the forging of links between districts. |
| <b>Market potential</b>                                  | Replicability in all the major European conurbations.  |
| <b>Other information</b>                                 | Several environmental associations in Brussels are critical of the fact that the management of soft mobility has been granted to an advertising agency (JCDecaux). However, the rental of advertising space (particularly on the Villo! mudguard) helps to finance the self-service bike system.<br>Smoothing problem at the Villo! warehouse. Throughout the week (7 days out of 7), JCDecaux employees redistribute the bikes between the stations. As the Villo! system is expanding rapidly, JCDecaux has increased its staff in proportion to the growth of the service.  |
| <b>Levers for implementation</b>                         | Public-private arrangement. Partnerships necessary within each town (choosing the location of the stations).   |
| <b>CONTACT</b>   |  |
| company contact details                                  | JCDecaux Street Furniture Belgium<br>Allée verte, 50<br>1000 BRUSSELS  |
| Internet link  | <a href="http://www.villo.be">www.villo.be</a><br><a href="http://www.cyclocity.com">http://www.cyclocity.com</a>  |

# COCAR




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| <b>Company name</b>                                      | COCAR  |
| <b>Company size (Micro-entity/SME/Large company)</b>     | Micro-entity   |
| <b>sphere of operation</b>                               | Transport  |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | C2C  |
| <b>Geographic scope</b>                                  | Belgium (Flanders)   |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |  |
| <b>Type of PSS solution (product, use, result).</b>      | <b>Rented or shared product</b>  |
| <b>Description of the solution</b>                       | CoCar is a car-pooling system for individuals. The service is based on a new smartphone application which makes it possible to find a driver or offer a journey. The application operates in real time. This tool links social media to car-sharing offers. At its base is a dynamic database containing data on the journeys and the individuals. This database combines the offers and the requests dynamically, in real time. |
| <b>Implementation context</b>                            | The Flemish Mobility Institute developed the CoCar smartphone application with its project partners Touring, Voetgangersbeweging, Be-Mobile and Go-mobile.<br>In April 2012, an initial test group was launched, composed principally of employees from Ernst & Young, Genzyme, IBM, Mobistar and Nike. ☒  |
| <b>ADDITIONAL INFORMATION</b>                            |  |
| <b>Qualitative evaluation in terms of sustainability</b> | Economic benefit: If you car-share, as a passenger you make a saving on your own car. If, as a driver, you take passengers and receive a payment from them, you will earn by car-sharing.<br>Environmental benefit: Car-sharing does not present only financial advantages, it also helps to respect the environment (reduction in traffic, reduction in atmospheric pollution). ☒   |
| <b>Market potential</b>                                  | Highly replicable in various regions   |
| <b>Financial arrangement</b>                             | CoCar is a free tool and there is no payment system between passenger and driver.<br>Financial arrangement: partnership with the VIM (Flemish Mobility Institute), Be-Mobile NV, Go-Mobile NV, Voetgangersbeweging VZW and Touring NV  |
| <b>Alternative to the product approach</b>               | Car-sharing service instead of car purchase  |
| <b>Lever for implementation</b>                          | Public-private partnership   |
| <b>CONTACT</b>   |  |
| company contact details                                  | VLAAMS INSTITUUT VOOR MOBILITEIT<br>Wetenschapspark 13<br>B-3590 DIEPENBEEK  |
| Internet link  | <a href="http://www.cocar.be">www.cocar.be</a>   |

# XEROX



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|---|---|
| <b>Company name</b>                                       | XEROX   |
| <b>Company size (Micro-<br/>entity/SME/Large company)</b> | Large company   |
| <b>sphere of operation</b>                                | Office and Computing  |
| <b>Customer approach (b2b/b2c/C2C)</b>                    | B2B   |
| <b>Geographic scope</b>                                   | International   |
| <b>DESCRIPTION OF THE SOLUTION</b>                        |   |
| <b>Type of PSS solution (product, use, result).</b>       | <b>Pay per unit of service</b>  |
| <b>Description of the solution</b>                        | Xerox sells a comprehensive service for managing printing in the office environment by providing rationalisation, availability and maintenance of the equipment, support for the users, management of the consumables and end-of-life collection of the equipment.  |
| <b>Implementation context</b>                             | Xerox used to encounter great difficulties in getting people to accept technical progress. The customer found it hard to perceive progress, reducing performance to photocopy quality and having a keen eye on the price. The equipment at the end of leasing was in good working order or needed only a few repairs or minor updating. Discarded, they were a significant cost centre.   |
| <b>ADDITIONAL INFORMATION</b>                             |   |
| <b>Qualitative evaluation in terms of sustainability</b>  | <p>Environmental sustainability: the model makes it possible to reduce paper consumption thanks to the behaviour-changing actions carried out by the service provider (promoting environmentally-friendly printing practices (duplex, black and white rather than colour, etc.) and offering dematerialisation services (electronic archiving, scanning, etc.).</p> <p>Economic sustainability: Reduction in warehousing and processing costs and reduction in raw material and component requirements. The cleaning, disassembly and assembly, various tests, etc. led to a doubling of the workforce cost compared with new equipment, but this extra cost was more than offset by the transformation of 24,000 tonnes of waste into usable components.</p> |
| <b>Market potential</b>                                   | Xerox is a leader in the document solutions market, and generates a turnover of 17.2 billion USD (out of a total market of 117 billion dollars) in 160 countries. Today, 72% of its revenues come from "after-sales and financing" solutions, which include maintenance contracts and operational leasing rentals.  |
| <b>Financial arrangement</b>                              | In exchange for fixed monthly payments payable by the customer, the producer provides maintenance services throughout the duration of the contract. At the end of the contract, the customer can purchase the operational unit in exchange for a final monthly payment, or else return it to the producer, or finally, in the best case, renew the contract.  |
| <b>Alternative to the product approach</b>                | Moving from the sale of photocopiers to a system of leasing and invoicing based on printing.  |
| <b>Levers for implementation</b>                          | Remaining owner of the equipment makes it possible to manage the life cycle freely. Reorganising the range so that as many components as possible can be adapted to all the machines, designing the new machines so that each component can be easily replaced when necessary.  |
| <b>CONTACT</b>  |   |
| company contact details                                   | 45 Glover Avenue. Norwalk, CT 06856-4505<br>Phone: 1-800-275-9376   |
| Internet link   | <a href="http://www.xerox.com">www.xerox.com</a>  |

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| <h1 style="text-align: center;">ZEN CAR</h1>   |    |
| <b>Company name</b><br><b>Company size (Micro-entity/SME/Large company)</b><br><b>sphere of operation</b><br><b>Customer approach (b2b/b2c/C2C)</b><br><b>Geographic scope</b> | Zen Car<br>SME<br>Transport<br>B2C<br>Brussels  |
| <b>DESCRIPTION OF THE SOLUTION</b><br><b>Type of PSS solution (product, use, result).</b><br><b>Description of the solution</b><br><b>Implementation context</b>               | <p><b>Rented or shared product</b></p> <p>Zen Car is a soft mobility concept. It involves a simple and practical system of car-sharing. The shared cars are 100% electric, silent and non-polluting.</p> <p>The company Zen Car Brussels was created in August 2010. It is wholly owned by the company Zen Car Holding s.a. and markets the concept in Brussels. The SRIB has supported the Zen Car project in two ways: firstly, by granting it a loan of €250,000 via its Brustart subsidiary, to enable it to develop the concept in the Brussels-Capital Region by purchasing the initial cars, and, secondly, by taking out a subscription for two Zen Cars intended for the staff of the SRIB.</p>  |
| <b>ADDITIONAL INFORMATION</b><br><b>Qualitative evaluation in terms of sustainability</b><br><b>Market potential</b><br><b>Financial arrangement</b>                           | <p>The solution solves several current problems: increasingly dense urban mobility, the atmospheric and noise pollution coming from cars, and the quality of life of the users.</p> <p>Environmental benefits: Reducing greenhouse gas emissions. Reducing the nuisances linked to car use.</p> <p>Economic benefits for the users: Substantially reducing one's car budget.</p> <p>Social benefits: A mode of travel that creates a social link. Complements public transport (bus, tram, etc.). Simplicity and flexibility of use.</p> <p>The 25 vehicles in the fleet are available on a self-service basis 24/7 via a simple online reservation. Zen Car offers 18 stations spread right across the capital. More than 600 regular users have already chosen this new mode of transport which enables them to enjoy the benefits of the car without having to own one, by paying only the usage costs and by choosing a sustainable means of mobility.</p> <p>Zen Car offers various memberships depending on the type of car and the duration of the hire (7 to 9 euro per hour of rental). In addition to the launch grants and loans, Zen Car has developed a partnership approach with Electrabel. Around thirty Zen Car cars sport the Electrabel logo on the side doors or the rear windscreen. A number of recharging terminals and parking spaces have also been revamped to give them the 'Electrabel look'. The Zen Car cars drive using Electrabel's VertPlus electricity.</p> |
| <b>Levers for implementation</b>   | <p>Support from the SRIB (loan of 250,000 euro over 5 years) and from the <i>Agence Bruxelloise pour l'Entreprise</i> [Brussels Enterprise Agency] (ABE) via the <i>Fonds de Garantie de la Région Bruxelles-Capitale</i> [Guarantee Fund of the Brussels-Capital Region]. This public body helps to offset the lack of guarantees presented to cover a loan application (additional guarantee up to 80% of the loans requested).<br/>         Ceiling: 500 k€ - Intervention by the firm Cerexhe to authorise Zen Car file analysis (loan &gt; 500 k€)<br/>         Authorisation from the Brussels-Capital Region to occupy the public domain.<br/>         Authorisation from the communes of the Brussels-Capital Region to occupy the public highway.</p>  |
| <b>CONTACT</b><br>company contact details<br>Internet link   | Zen Car Brussels SPRL<br>Boulevard Edmond Machtens, 180. 1180 Molenbeek-Saint-Jean<br>02/669.77.91 info@zencar.eu<br><a href="http://www.zencar.eu">www.zencar.eu</a>   |



**ZILOK**


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| <b>Company name</b>                                      | Zilok   |
| <b>Company size (Micro-entity/SME/Large company)</b>     | Micro-entity  |
| <b>sphere of operation</b>                               |   |
| <b>Customer approach (b2b/b2c/C2C)</b>                   | C2B2C   |
| <b>Geographic scope</b>                                  | international   |
| <b>DESCRIPTION OF THE SOLUTION</b>                       |   |
| <b>Type of PSS solution (product, use, result).</b>      | <b>Rented or shared product</b>   |
| <b>Description of the solution</b>                       | Zilok.com is the marketplace for renting. Zilok enables anyone, private individuals or business people, to hire and rent out any type of product. Zilok offers a solution for renting goods of any sort locally. Need a drill for a weekend, a luxury bag for an evening or a bike for a week? Simply choose the desired object and the place of your search. Zilok is aimed at business people and private individuals and offers a simple yet powerful platform for renting and managing thousands of objects per account.  |
| <b>Implementation context</b>                            | The lack of space in urban homes, the need for practicality, the desire to be at the forefront of technology or to access culture or luxury or the environmental momentum against overconsumption explain the new enthusiasm for renting. Zilok was thought up to make this new consumption method a reality by offering a platform accessible to everyone for hiring and renting out goods in one's local area. Making rental an alternative to purchasing and selling for all types of goods is the mission established by Zilok.   |
| <b>ADDITIONAL INFORMATION</b>                            |   |
| <b>Qualitative evaluation in terms of sustainability</b> | Only 7% of the resources used in the design of a product eventually end up in that product, and 80% of these same products end up being used just once. For example, a drill is used on average for only 12 minutes whereas its lifespan is several thousand hours. Consequently, rental as proposed by Zilok represents a new, more sustainable method of consumption.<br>At the economic level, Zilok remains a small company of 8 employees.   |
| <b>Market potential</b>                                  | Service replicated in many countries in the world: France, United States, Belgium, Netherlands, England   |
| <b>Financial arrangement</b>                             | A commission on the transaction is realised at the time of booking the product online. This secures the transaction while including Zilok's commission, the insurance and part of the rental price. Zilok also offers an annual subscription for business people which means that they have their contact details visible so that private individuals can call them or send them an email directly. They have also set up a premium-rate number which can be used to find out whether the product is available. Zilok has also raised funds twice with Marc Simoncini, the founder of Meetic. |
| <b>Levers for implementation</b>                         | Zilok was the first player to offer this type of model, long before the term 'collaborative consumption' first appeared. As a pioneer in this field, Zilok had to face many obstacles, the first being the fear of renting out one's objects. There was therefore a long evangelisation period to establish confidence in this model.   |
| <b>CONTACT</b>   |   |
| <b>company contact details</b>                           | Paris   |
| <b>Internet link</b>                                     | <a href="http://fr.zilok.com/">http://fr.zilok.com/</a>   |