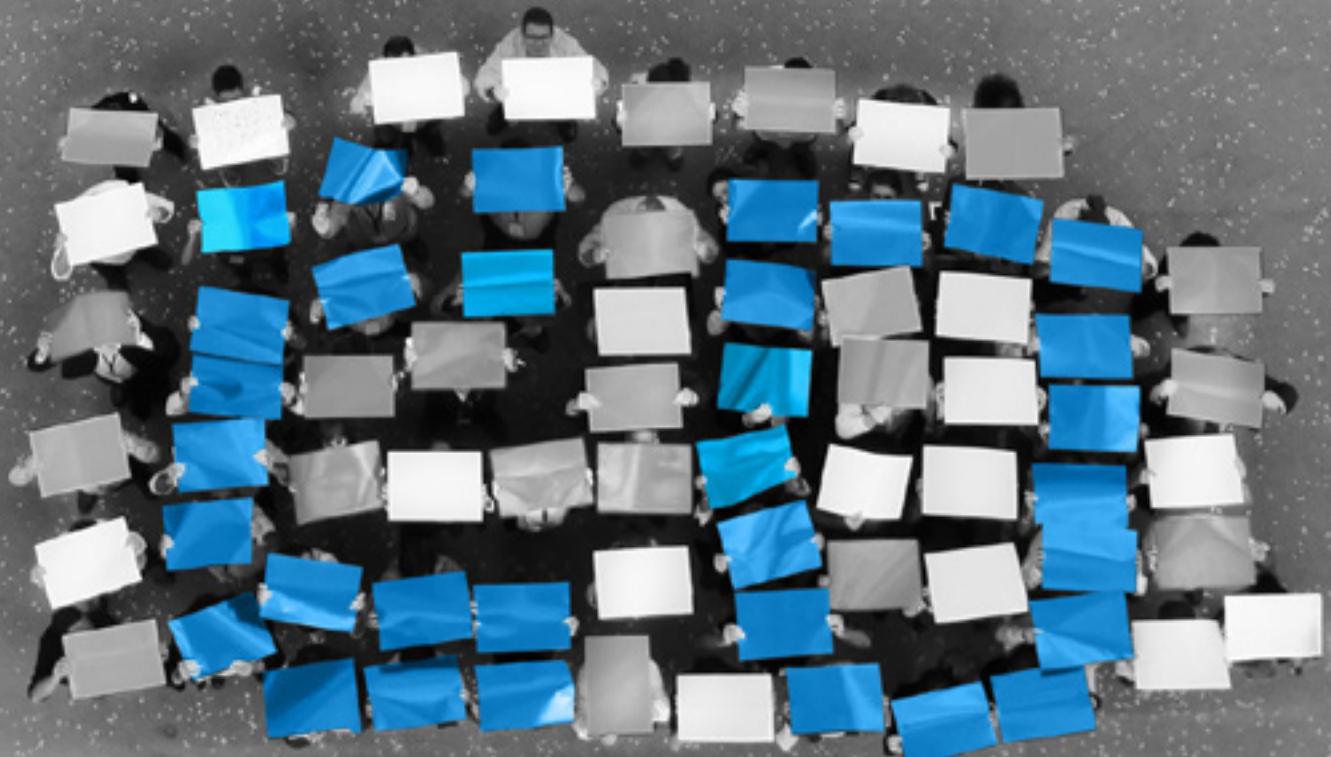


co-society®

CORPORATE MANUAL





**co-society®**

BE A FELLOW *p6*

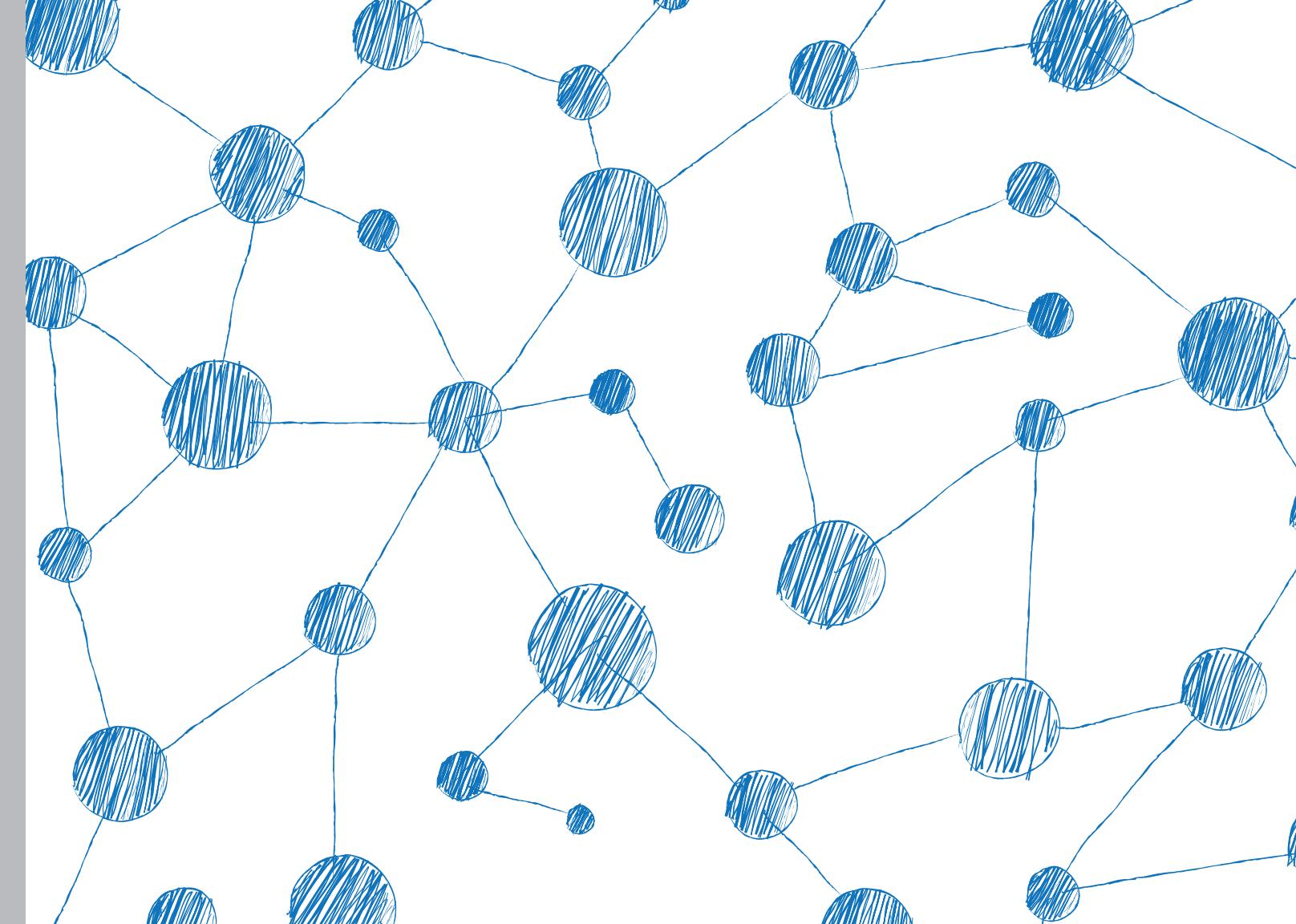
BE A PARTNER *p24*

OPERATIONAL MANUAL *p32*

CORPORATE IDENTITY MANUAL *p56*



co-society®  
BE A FELLOW



# CO-SOCIETY, A SNAPSHOT

*Co-society® is a global platform for innovation among businesses to facilitate the exchange of innovation knowledge and experiences across different industries.*

At Co-society®, teams from smart and driven businesses collaborate to learn from other teams' experiences and share their own best innovation practices. Under normal circumstances, this kind of opportunity is difficult to create. Co-society® takes this challenge head on by making the exploration and development of new ideas among teams in different sectors one of its main goals.

Organizations of any size can belong to Co-society®, but each should have one thing in common: a profile of innovative leadership within its sector.

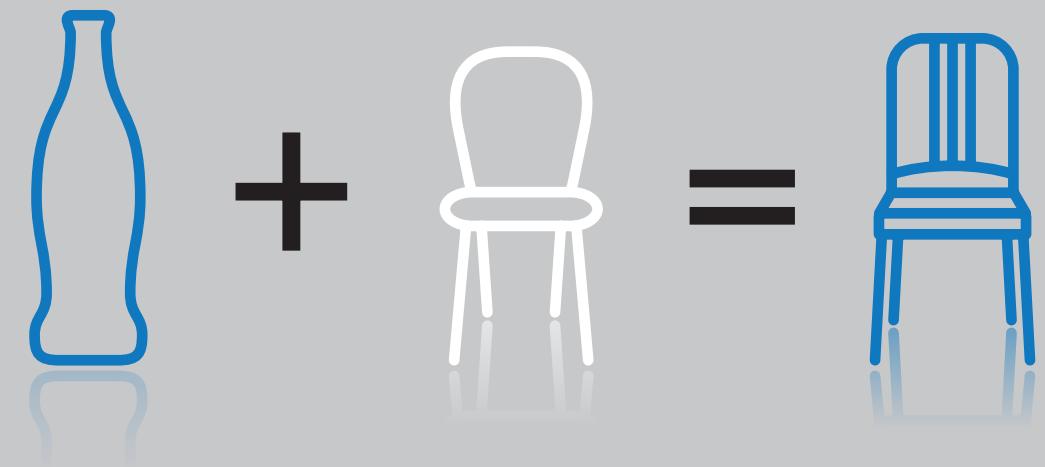
At our workshops, held several times through the year, each company speaks openly and transparently about the innovation practices and current challenges it is involved in.

The participating teams in the platform are referred to as Co-society® Fellows.

Co-society® was started in 2009 by Infonomia, a professional innovation services business based in Barcelona since 2000, which has directed over 100 innovation projects in different economic sectors.

Looking back on fifteen years of designing active innovation strategies, Infonomia realized that the next wave of innovation will come from the intersection of businesses.

We believe that the new horizons of innovation (blue oceans) may be created when teams from different sectors combine their capabilities and assets.



# VALUE PROPOSAL TO FELLOWS

Co-society® is a platform in which innovation teams from different businesses can combine their assets in a systematic way to create new products and services.

Fellows participate in the Co-society® activities through teams that are formed by creating their own co-innovation projects. Belonging to Co-society® involves committing to learn to co-innovate, inside your own business and with other businesses.

## As a fellow, participating in Co-society® enables you to:

- Capture value, through the exchange of knowledge and experience, to better innovate within your organizations. On the platform (in-person workshops and digital space) the best innovation practices, tools to increase productivity in innovation (ROin: return on innovation), solutions to problems in innovation management, etc. are presented. Particular focus is given to the tools of co-innovation developed by Co-society® which can be used by participating teams in their own organizations.
- Explore potential projects with teams from other businesses based on the systematic combination of their abilities or "assets". To make this happen, Co-society® facilitates

instruments to detect these assets (what the team "knows how to do" beyond what they are doing now), and organizes sessions for their systematic combination. The determination of assets will also serve, in the near future, in building a global digital space that automatically allows the automatic detection of potential connections between participating teams.

**To meet these goals, Co-society® has put forth its co-innovation model.**

**IDENTIFY:** Find the abilities and assets of participating teams.

**INSPIRE:** Capture value through the exchange of knowledge and experiences to better innovate within participating organizations.

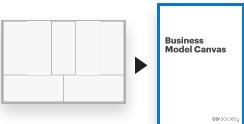
**INTERACT:** Explore potential projects together with teams from other businesses.

**IGNITE:** Assess specific proposals for joint projects.

The way to create this cycle is through the combination of workshops (co-sessions and co-fests), tools and networking.

## Identify your assets

by analysing your business model



YOUR  
COMPANY

## Ignite your business

through co-projects



## Inspire your team

through smart insights



## Interact with companies

to explore new projects



# CO-SESSIONS

In-person workshops, held once or twice a year in each city of the network, to share experiences and explore opportunities with fellows from different countries.

The co-sessions are carried out locally. The gatherings last one day and are organized by all partners with the support and tools of Co-society®.

Participating teams benefit in four main ways:

**UPDATE:** a synthesis of the most relevant/radical ideas in innovation business models in the world.

**SHARE:** an active exchange of innovation experiences (models, methods, results, tools) among teams, plus the contributions of start-ups, research centers, students etc, to ignite the innovation conversation.

**EXPERTS:** presentation of tools and value-innovation methodologies tested in the market.

**MATCHING:** workshops of various capacities (assets) to detect potential projects together through collaborative-innovation-dynamization proprietary tools. Co-society® regularly tweaks and develops these tools.



## CO-FEST

*Face-to-face conferences, held once a year with a central theme related to innovation and designed to encourage exchange and intersections between fellows in different countries.*

The Co-fest, which lasts two days, is held annually in the network's hub city. In addition to pursuing the co-session goals, the Co-fest additionally aims to:

**FOCUS:** each co-fest proposes a main interaction theme (for example, Rapid Prototyping, Business in Africa, etc), that structure the conversations among attendees.

**GLOBAL:** magnify the geographical framework of interaction and experience sharing given businesses from different countries participate.

**NEW TOOLS:** the new tools of co-innovation that Co-society® has designed and implemented during the year ("each year, a tool").

**RE-ENERGIZE:** identify the changes in present businesses' "assets" to facilitate new conversation and strengthen the collaboration links between them.



# CO-TOOLS

Co-society® permanently develops collaborative innovation tools that are used in our workshops (co-sessions and co-fests), and that our fellows can also use in their businesses.

The tools can consist of software (processing of information analyzed at or before the events) as well as humanware (games for the dynamization of co-innovation etc.).

Of the tools developed so far, the following should be highlighted:

**CO-DISTANCES:** software to detect the “distance” between businesses, based on the difference in the terms businesses use to describe their services and strategies.

**CO-ASSETS:** a method of collecting the capacities of a team, beyond what is explicit in its product portfolio, through the detection of assets, differentials and appeal.

**CO-POKER:** a board game that allows businesses to solve problems or take advantage of opportunities by systematically combining their assets.

**IDEAS MEET MARKETS:** discussions about challenges that have been overcome thanks to the capacities of start-ups. This serves as a way to connect businesses and lead to relevant conversations after a problem/solution pairing.

**CO-MAPS:** a tool to reconsider the value chain of a business from the radical reinvention of the value proposition in the market. Discussed in groups of businesses from different sectors.

The participating teams of Co-society® have the right to use the owner tools of Co-society® in their organizations, be it independently or with the support of our organization (at an additional cost).

What's more? Businesses with a significant number of divisions can implement a co-inside project. A purely internal market of Co-society®.



# THE NETWORK

*Co-society® is a network of innovation teams from companies in relevant cities around the world that look for connections to other dynamic businesses in a unique co-innovation platform.*

The Co-society® platform is spread globally through a network of local partners who bring knowledge and experience of their own markets to find the most dynamic businesses locally. These businesses are then encouraged to participate in Co-society® as fellows.

In recent years, the Co-society® project has been presented in many countries through workshops that demonstrate our goals and tools. As a result, the network of teams and businesses that participate in the local workshops or in the co-fest conferences is growing.

In addition to the cities where Co-society® is already currently working, (Barcelona, Copenhagen, Helsinki), our goal is to reach

a network of twenty qualified partners in different cities all over the world.

Among the cities to add to the network, Co-society® is particularly interested in Amsterdam, Oslo, Montreal, Bogotá, Santiago, San Francisco, Munich, Oxford, Singapore, Istanbul and Cape Town.

Fellows and partners of each one of these cities will have the chance to combine their capacities, once a year, at our annual co-fest conference.



## CO-INNOVATION IS ALREADY HERE

*Companies across the world are actually co-innovating, and the phenomenon will only increase in the next years.*

Around the world, we are observing how businesses and all kinds of organizations are beginning to develop collaboration systems that go way beyond open innovation. It involves the combination of abilities (assets) of businesses in very different sectors with the final goal of generating new products, services and processes that don't appear in normal circumstances. Originally, many of these co-innovation projects resulted from a chance meeting; typically two executives meet by chance after not having seen each other in a long time and decide to explore an event together. But in other cases, businesses develop specific methodologies to co-innovate systematically. Co-society® has documented dozens of examples of both chance and systematic co-innovation in the world. One of the obvious reasons why collaboration exists between companies is because there has always been "more outside than inside". Whatever a company does and whatever a company knows, the knowledge available to it in the outside world is always greater than its own knowledge. Moreover, the solution to increasingly complex problems today requires greater peripheral vision. Ways of seeing, ways of solving and ways of convincing must be combined.

The inbreeding of organizations has to be overcome because it stifles the creativity to cope with increasing complexity. Companies must, therefore, combine their knowledge in order to prosper.

The combination of knowledge can notably increase the efficiency of business processes. But, also, at Co-society® we are convinced that the discovery and design of blue oceans (new categories of products and services that take the market by surprise) will be facilitated by the interaction of businesses from different sectors. For this, we must create trusted environments that allow the power of the "competitive advantage" to shift to the "collaborative advantage".

The goal of Co-society® is to turn into a reference in co-innovation, creating conditions and tools that their fellows need to think up new products and services. Wanting to collaborate was before a sign of good education; now it is perhaps a question of good economics, business efficiency, and even social well-being.

## LET'S CO

### SYSTEMATIC BUSINESS INTERSECTIONS

### GENERATE NEW BUSINESS

## NEW BLUE OCEANS

### CO-ECOYSTEM

### SMART INNOVATION TEAMS

CATALYST FOR CHANGE

COMPLEXITY

PRES

## CO-EXAMPLES

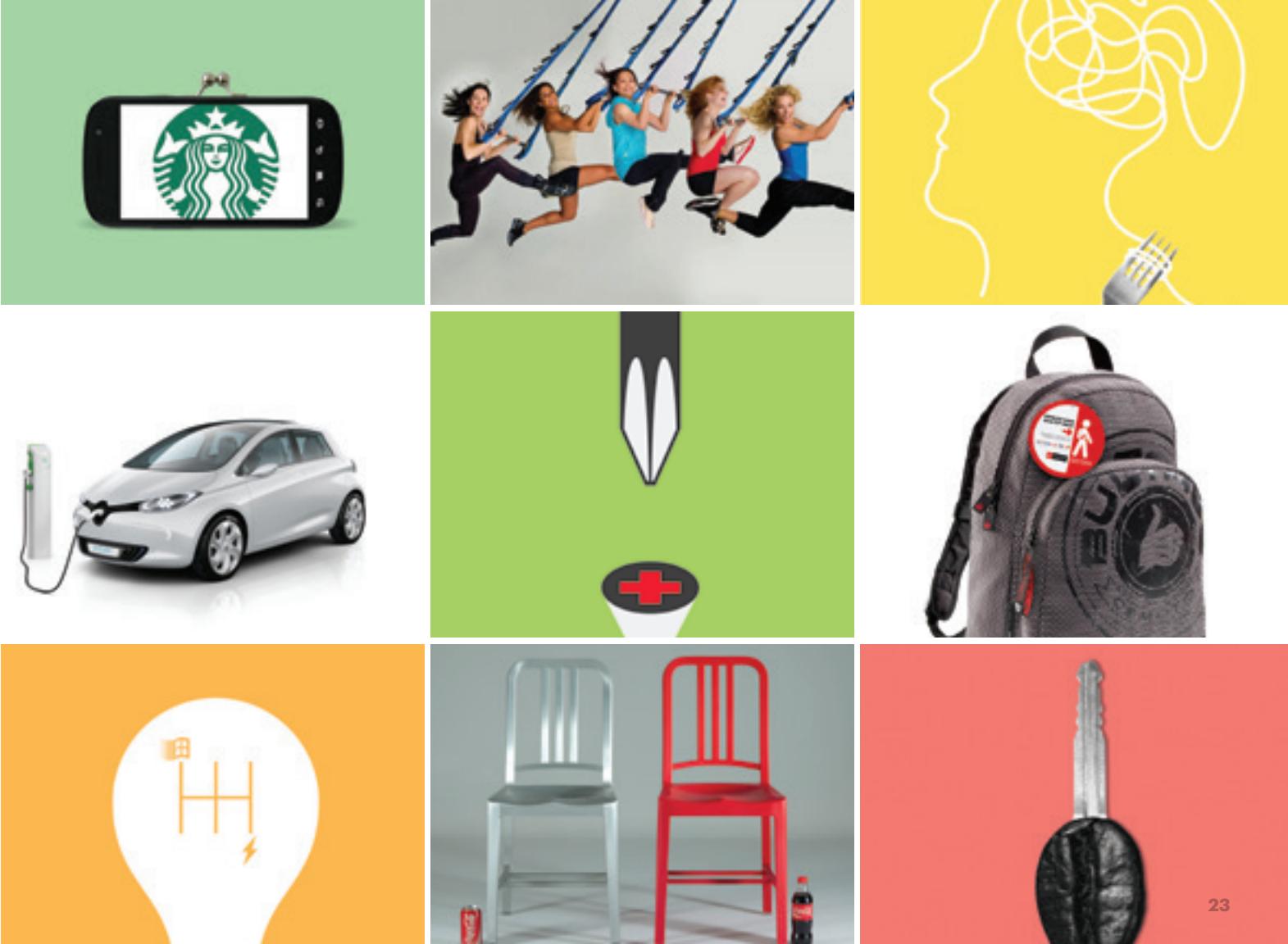
*The experience of pioneers allows us to identify the patterns and essential elements of co-innovation.*

A pioneer start up business in pay solutions via mobile telephone allies itself with an international café chain that is constantly exploring new services to offer its users. A casual encounter between two directives ends up as a project to bring an end to boredom in the gym for women. The collaboration between a sports clothes brand and a multinational entertainments company leads to the development of a new range of products. The unlikely connection between an innovative company specialising in ceramic surfaces and a chef ends up with the creation of a space dedicated to gastronomic and sensorial experimentation, and of the technology necessary to make it possible. A surprising collaboration between a surgeon and a metallurgy company allows for the development of new instruments and new techniques in the treatment of congenital deformities. What do a company producing office products and a specialist children's hospital have in common?

The combined knowledge of two such organisations leads to the development of new products and services, such as an ergonomic school backpack. With a single act of collaboration a global brand succeeds in creating a new decorative ornament, and

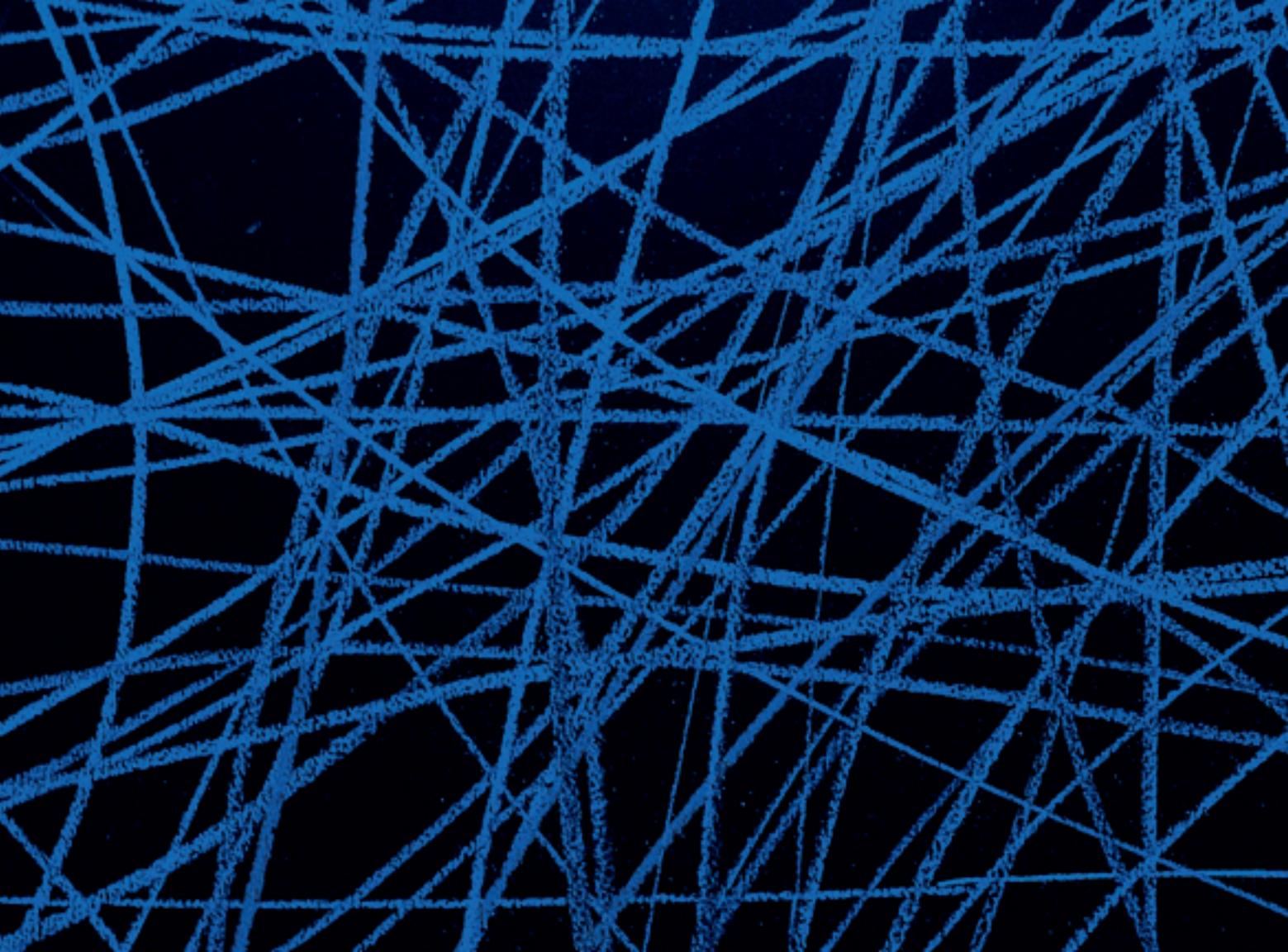
finds a recycling solution for its PVC packaging at the same time. Collaboration can unite sectors that are seemingly as unrelated as a car manufacturer and a brand of coffee, but it becomes a business strategy when the future of one company depends on the know-how of the other, as can be seen in the necessary collaboration between the electrical vehicle industry and the software platforms responsible for managing the information systems incorporated into those vehicles. Such collaboration is a mutually indispensable\* exercise in the face of the new generation of telematics services, that includes the management of energy and GPS systems, and other multimedia technology.

The experience of such examples of collaboration results in patterns that we can use as reference: knowing a potential collaborative partner well; recognising their strong points, learning from them, and allowing either party to do the work where their skill lies; establishing a clear objective right from the start; evaluating results constantly throughout the process; and ensuring that the client receiving the end service understands this collaboration as an added value and not merely as a commercial operation.



co-society®

BE A PARTNER



# VALUE PROPOSAL TO PARTNERS

As a Co-society® partner, you become the reference on co-innovation in your market, a catalyst for change to your fellows, and part of the global network of collaborative innovation.

Being a Co-society® partner involves organizing a minimum of one co-session a year in his or her city, which catalyzes the interaction between the innovation teams of local businesses. To make this happen, proprietary co-innovation tools are made available, and are regularly improved and renewed. The increasing value of the global Co-society® brand and the co-innovation contents, which can be used exclusively in a partner's market, help attract new fellows in his or her city.

The value proposition of a partner consists of the following elements:

**KNOW-HOW:** Practical articulation of the idea of co-innovation, distilled from emerging evidence of cases of collaborative innovation around the world. The result is not only a unique vision, but a model of co-innovation that we apply in our workshops through proprietary tools.

## References

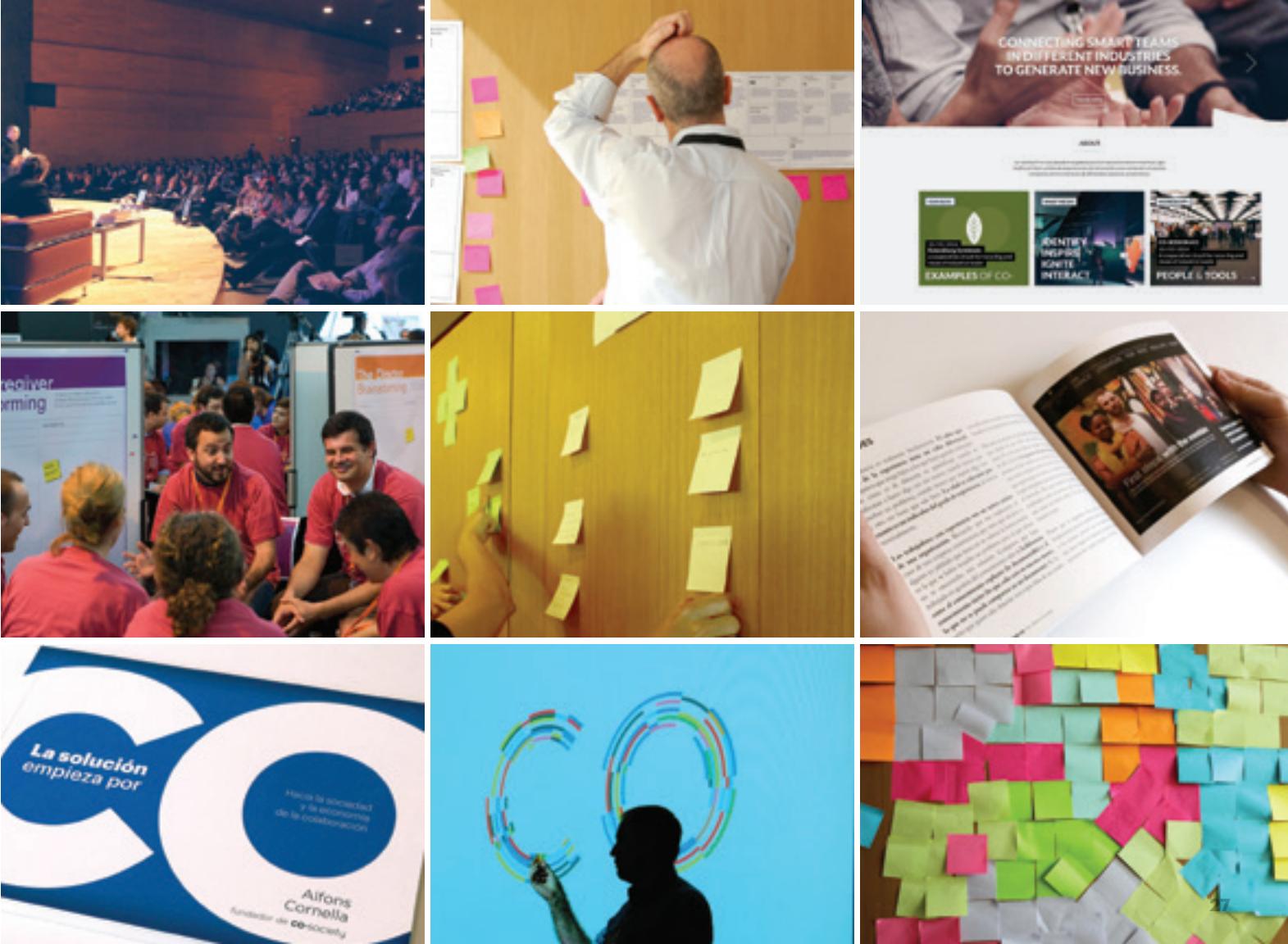
With these resources, partners become exclusive members of the global innovator, Co-society®, in his or her city.

**BRAND:** a brand, protected at the international level, that transmits value to each local partner and boosts his or her reputation. This value is the result of the good practices of all partners collectively.

**COMMUNICATION MATERIALS:** A selection of quality material on co-innovation that is designed and developed at Co-society®'s head offices, and disseminated through our blog, books, web and social network.

**CO-INNOVATION TOOLS:** a set of co-innovation proprietary tools, that partners need to develop co-sessions and which, eventually, could also be used in events not directly linked with Co-society®.

**TRAINING:** training on the use of co-innovation tools developed by Co-society®.



# RIGHTS AND DUTIES OF PARTNERS

*A win-win project between partners across the world committed to the improvement of innovation models and culture in order to generate new business*

## RIGHT:

- Being an exclusive local partner of Co-society® in his or her city or country (according to the size of the latter), which brings prestige (a unique project in the world, in its growing area of value and utility (access to all other partners, innovation professionals around the world).
- Detailed knowledge of co-innovation tools developed regularly by Co-society®, and, possibly, the chance to use these tools independently in workshops other than those held by Co-society® with an inexpensive license.
- The opportunity to participate in designing proactive prototypes along with local teams, as well as eventually proposing professional services to “ignite” them toward real projects (bill businesses separately from their membership to Co-society®.)
- A relevant percentage (80%) of all income from Co-society®'s local workshops (the remaining 20% Co-society® uses to invest in the brand's global image and the design and development of new co-innovation tools.
- A significant percentage (20%) of the income made from the annual global workshop (Co-fest), specifically from the revenue generated from ticket sales from the participation of local businesses.

## DUTIES:

- Detect and actively recruit the most important businesses, from the point of view of the Co-society® potential, in the partner's territory, and have a minimum number of 10 businesses.
- Organize at least one local event (a co-session) each year and actively promote the participation of the local members at the annual international event (co-fest).
- Manage relationships with member businesses appropriately, understanding their abilities and needs, in order to facilitate the job of pairing, which is a main component of Co-society®'s proposed value.
- Carry out all activities to increase the value of the brand shared by the network of partners.
- Participate, if possible, in the design and development of co-innovation content and tools.
- Periodically provide information on the evolution of local Co-society® activities and their economic states.



Co-society® Barcelona



Co-society® Copenhagen



# CO-ECOSYSTEM

*Co-society® activities are developed by an ecosystem of professionals that have specific functions across its value chain.*

The wide range of activities that Co-society® holds through its network is possible thanks to the combination of abilities of many different players. We refer to this wide network as our co-ecosystem.

Among them, it should be noted that:

**FOUNDERS:** the team of innovation professionals who created the concept, articulate and refine the vision, and design the workshops and tools of the platform. Designed as global Co-society®, the team is in charge of the coordination of the network of partners.

**PARTNERS:** the teams that develop each local node, contribute to the value of the brand, implement the co-sessions with excellence, and occasionally participate in the design and adjustment of new co-innovation tools. Partners cooperate to improve their results and propose better improvements in global Co-society® models.

**ADVISORY BOARD:** a group of experts in innovation that contribute knowledge , propose challenges, and suggest tools to make sure that Co-society® is always in a leading global position in co-innovation. They are decided by founders and partners.

**BOARD OF TRUSTEES:** businessmen and executives with remarkable experience, who promote the spread of the project to the best businesses in the world, with their personal knowledge of the circumstances of business and its managers and their unique knowledge of the real innovation needs in the marketplace. They are suggested by founders and partners.



FOUNDERS  
AND HEAD OFFICE



ADVISORY BOARD



PARTNERS



BOARD OF TRUSTEES

co-society®

# OPERATIONAL MANUAL

# CO-SESSIONS TEMPLATES

Co-Sessions have a basic structure made up of four main components: update, share, tools and matching. The exact purpose of these elements can vary and will be adapted to the objectives of each meeting.

Co-society® proposes to partners a series of standard event templates so that meetings are easily organized and achieve similar results in all cities where the project is carried out. Co-society® shows the partners how to use different tools and, sometimes, put them into practice at the appropriate time if the partner desires (with an additional cost to be specified, not included in the basic Partnership Model.)

So, the basic structure of the event template is:

**UPDATE:** an update session, based on examples and best practices, about how the best businesses in the world innovate. This session is in-person and can be carried out by the partner's team or by Co-society® (at an additional cost. In-person or online)

**SHARE:** presentations and workshops to share the experiences, tools, knowledge and best practices of the fellows participating in the session. To do this members could use different Co-society® tools, like Co-assets, Co-maps, Co-castells, Wheel of Friends, etc.

**TOOLS:** presentation of tools, methodologies, models, software by experts with the objective of increasing the efficiency and productivity of the fellows' innovation processes.

**MATCHING:** workshops for the exploration of potential business teams, problem solving, taking advantage of opportunities. To do this members could use different Co-society® tools like Co-distances, Co-poker, Ideas-Meet-Markets, Radical=Normal, etc.

**UPDATE:** what is going on around us (trends and opportunities)

**SHARE:** working together to innovate better

MAPPING  
OUR INNOVATION  
ASSETS AND NEEDS  
**(Co-assets)**

SHARING  
OUR INNOVATION  
MODELS  
**(Co-maps)**

IMAGINING  
THE BEST  
INNOVATION TEAM  
**(Co-castells)**

BUILDING TRUST  
THROUGH  
CONVERSATION.  
**(Wheel of friends)**

ETC.

**TOOLS:** discovering new innovation management tools

**MATCHING:** leverage fellows' capabilities to generate new business value by combining assets

PREDICTING  
CONVERSATIONS  
**(Co-distances)**

EXPLORING  
POTENTIAL JOINT  
PROJECTS  
**(Co-poker)**

EXPLORING  
CONNECTIONS TO  
STARTUPS  
**(Ideas Meet Markets)**

MAPPING  
OPPORTUNITIES  
**(Radical = Normal)**

ETC.

## CO-FEST

*Face-to-face conferences, held once a year with a central theme related to innovation and designed to encourage exchange and intersections between fellows in different countries.*

The Co-fest, which lasts two days, is held annually in the network's hub city. In addition to pursuing the co-session goals, the Co-fest additionally aims to:

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**GLOBAL:** magnify the geographical framework of interaction and experience sharing given businesses from different countries participate.

**NEW TOOLS:** the new tools of co-innovation that Co-society® has designed and implemented during the year ("each year, a tool").

**RE-ENERGIZE:** identify the changes in present businesses' "assets" to facilitate new conversation and strengthen the collaboration links between them.



## How it works...

Participants are encouraged to write down, on the cards they received, the problems and assets of their company or department.

Cards containing the problems remain at the center of the table, cards containing the assets are mixed and handed out to the participants (making sure they receive other participants assets). The game starts when the first problem card is shown to the participants and based on the assets cards they have, they provide creative solutions to the problems. At the end of the game, each table choose a winning solution. Each winner of each table, presents to the rest of participants, the problems that have been appearing and the solutions they proposed.

## References

- ✓ co-poker has evolved into a workshop/event where people live the experience of collaborating, innovating and using creativity in a group.
- ✓ Since 2007 more than 3000 people have lived the experience, from big corporations to start-ups.
- ✓ A wide variety of companies have participated at a co-poker, such as: HP, BBVA, Repsol, Vodafone, Philips... Among many others
- ✓ Until 2012 has been performed in countries such as Spain, Norway, Denmark, Chile, Colombia, Sweden and The Netherlands...

## Main Goals of the method:

- 1 - HELP A COMPANY TO DETECT ITS INVISIBLE ASSETS.
- 2 - HELP A COMPANY DETECT ITS CURRENT MAIN PROBLEMS.
- 3 - PUSH THE PLAYERS TO THINK OUTSIDE THEIR CONSTRAINTS.
- 4 - WORK COLLABORATELY TO GET CREATIVE SOLUTIONS.
- 5 - PRESENT POSSIBILITIES ABOUT POTENTIAL CO-PROJECTS IN A RAPID WAY.



## How it works...

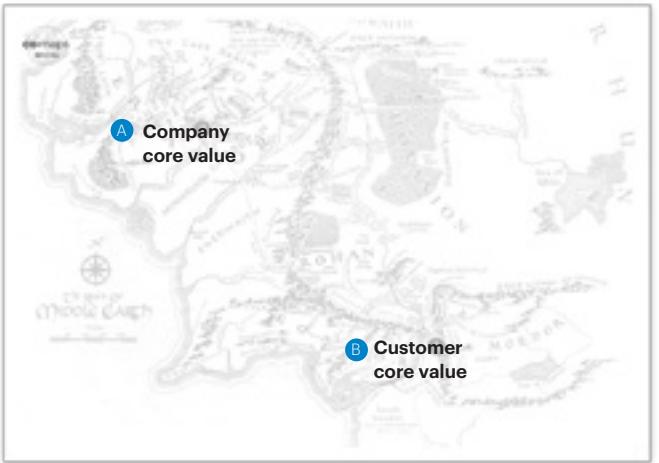
Participants are organized in tables of 6 to 8 people. Each participant has to fill a map about the own company/department process, including goals, strategy, services offered... Each of these processes are also written on a card, these cards will be mixed up and distributed within the participants.

Each table will also receive cards that include "good ideas", interesting business processes implemented in companies around the world. These cards are expected to inspire the participants to find new processes to enrich their companies.

When all "good ideas" cards are over, participants are encouraged to adapt some of the new ideas they have learnt to reformulate the process of their own company/department.

## Main Goals of the method:

- 1 - HELP A COMPANY TO DEFINE ITS OWN VALUE PROPOSITION.
- 2 - HELP A COMPANY TO DEFINE THE VALUE PERCEIVED BY COSTUMERS.
- 3 -HELP A COMPANY TO DEFINE ITS VALUE PATH.
- 4 -PUSH THE PLAYERS TO THINK OUTSIDE THEIR CONSTRAINTS.
- 5 -WORK COLLABORATELY TO DISCOVER NEW VALUE PATHS.



# CO-SINFONIA

## **How it works...**

This activity enables a highly reliable simulation of the process of innovation, creation and imagination in group, in a short time span.

The "Sinfonia" is the execution, composition and implementation of a piece of music. Using everyday objects, participants form an orchestra and create their own piece of music.

## **Main Goals of the method:**

- 1 - TEACH HOW TO MOTIVATE FOR AND TO IMPLEMENT CHANGE IN YOUR COMPANY.**
- 2 - LEARN THE DIFFERENT STEPS OF THE INNOVATION PROCESS IN A TEAM.**
- 3 - IDENTIFY THE KEY SUCCESS FACTORS FOR AN OPTIMAL INNOVATION TEAM AND PROCESS.**
- 4 - VALIDATE THE INNOVATION CAPACITY OF YOUR TEAM.**

## **References**

- ✓ The Sinfonia has evolved into a workshop/event where people live the experience of creating, innovating and using imagination in a group.
- ✓ Since 2007 more than 3000 people have lived the experience, from executives to MBA students.
- ✓ A wide variety of companies have experienced the Sinfonia, such as: HP, CIRSA, TANGO4, La CAIXA, Laboratorios LETI, NTR Global, AGBAR and Santa Cole.
- ✓ At the La Salle university the Sinfonia was further developed for courses in management of imagination. It was presented to more than 90 HHRR managers: [www.youtube.com/watch?v=gKDDqJXIGU](http://www.youtube.com/watch?v=gKDDqJXIGU)



# CO-CASTELLS

## **How it works...**

Castells are human towers of up to 8 stories that have been built at Catalan festivals for more than 100 years. Their construction requires a high level of cooperation and assigning very specific jobs to each member of the team.

The tool Co-castells is a metaphor based on this highly social activity.

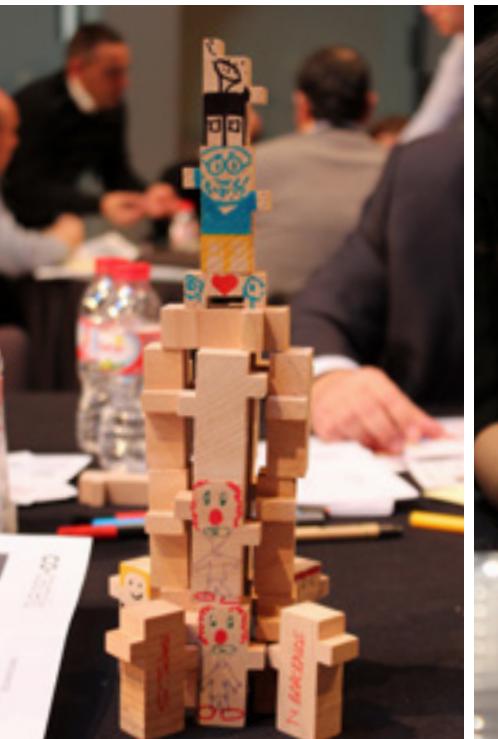
Participants are distributed in tables with 6 to 8 people. Each table will get 50 pieces of blank castells, some colors and a grid. Each team has to decide which are the roles/personalities needed in their own innovation team, they must found how to represent this personality. Participants are encouraged to think how many members their ideal team must have and in which structure.

Sparks will appear in the middle of the game, which will force participants to re-think their ideal structure, allowing them to make changes if required.

At the end of the methodology, each team will be able to present to the rest the their ideal team, which roles are necessary, which structure they have chosen and why.

## **Main Goals of the method:**

- 1 - HELP TO BUILD THE IDEAL INNOVATION TEAM COMPANY.**
- 2 - ASSIST YOU TO CREATE THE STRUCTURE OF YOUR INNOVATION TEAM.**
- 3 - HELP TO ASSESS WHICH ARE THE MOST IMPORTANT VALUES AND CAPABILITIES THE MEMBERS OF YOUR TEAM MUST HAVE.**
- 4 - ALLOWS TO DISCOVER YOUR TEAM'S MOST URGENT NEEDS, AND TO ADAPT IN UNEXPECTED SITUATIONS.**



## How it works...

It is a software that brings a “mathematical” way to predict likely/unlikely conversations between fellows, based on the semantic analysis of “strategic texts” (documents about vision, new products, new business models, etc.) or “open documents” (like annual reports). The tool determines which words a company is using well beyond the “average”, as compared with other companies. This helps detect with whom to talk, either based on proximity (we use the same words) or on distance (we use very different words). The uploading of data can be done on real time, and the results are generated on the spot.

## Main Goals of the method:

- 1- TO DETERMINE THE “DISTANCE” BETWEEN YOUR COMPANY AND A BENCHMARK, EITHER ON THE SAME INDUSTRY OR ELSEWHERE.**

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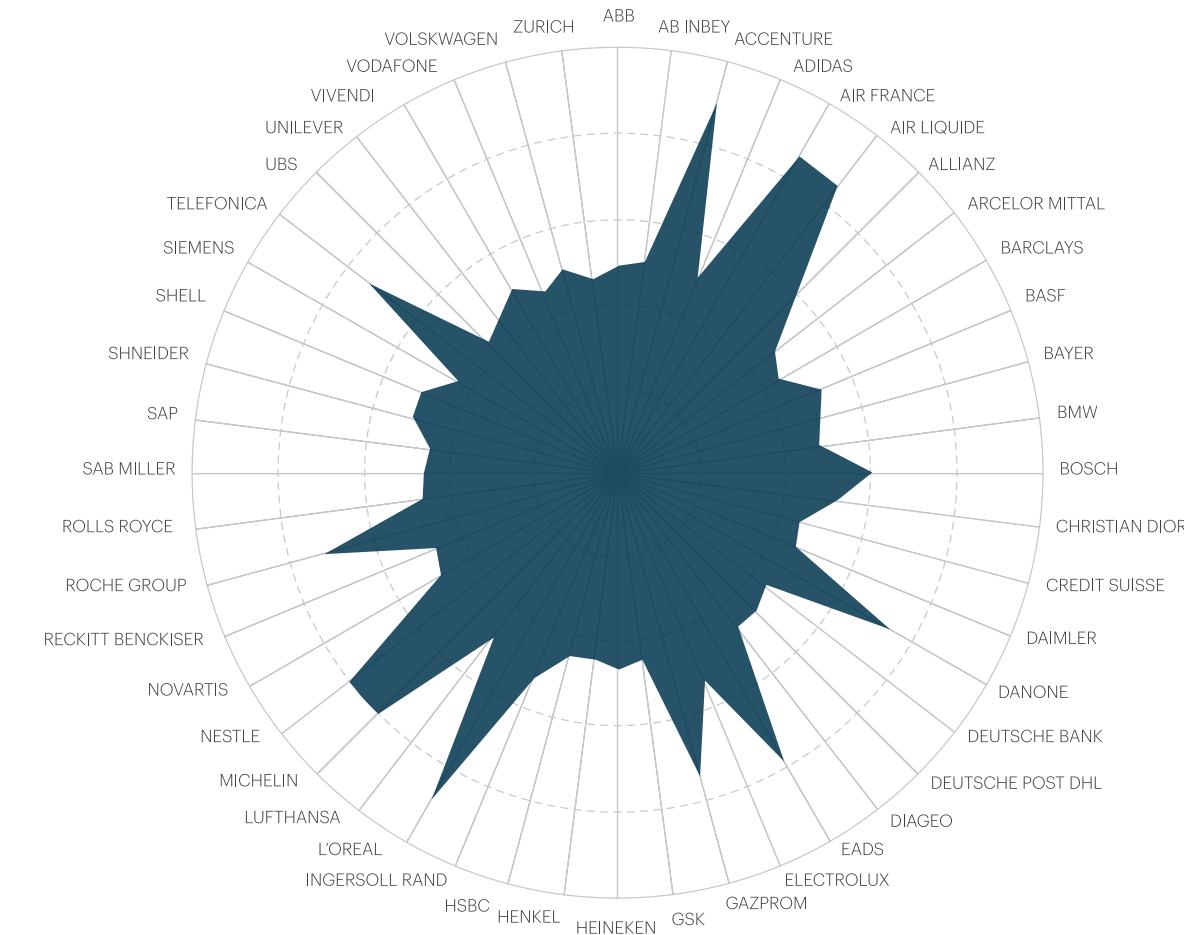
- 2 - TO BE ABLE TO PROPOSE TO FELLOWS CONVERSATIONS WITH OTHER FELLOWS THAT ARE EITHER “VERY CLOSE” OR “VERY FAR APART” TO THEM, IN ORDER TO GENERATE CREATIVE CONVERSATIONS THAT COULD EVENTUALLY BRING A “BLUE OCEAN”.**

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- 3 - HELP A COMPANY LEARN FROM OTHER COMPANY’S CAPABILITIES OR INVISIBLE ASSETS, THROUGH UNLIKELY CONVERSATIONS.**

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- 4 - IN THE NEAR FUTURE, THIS TOOL WILL MAKE POSSIBLE TO PROPOSE “ONLINE MATCHINGS” BETWEEN COMPANIES ACROSS THE GLOBAL CO-SOCIETY NETWORK.**



## **How it works...**

A businesses' team has to summarize its' "assets" (its' fundamental capacities) on just one page in three paragraphs.

### **ASSETS:** what we know how to do better than anyone else.

(Description of the capacities of the team, trying not to make mention of the products/services that are currently offered in your portfolio).

### **DIFFERENTIAL:** why we are different.

(Synthesis of what makes us different from other organizations that are in our field).

### **ATTRACTIVE:** why we are interesting.

(What we do or should do to stand above other organizations).

The analysis should go beyond a portfolio of current products and services, to discover more of the "potential energy" (what we could do) of the team than its' "kinetic energy"(what we already do).

The summary of assets should be clear and concise: it should serve as a way for other teams to quickly find collaboration opportunities with you.

## **Main Goals of the method:**

**1- A TOOL/ ACTIVITY DESIGNED TO DETECT/UNVEIL THE POTENTIAL OF A TEAM, BASED ON THE DISCOVERY OF CAPABILITIES ("TEAM ASSETS").**

**2 - THE SYNTHESIS OF ASSETS ALLOWS CONVERSATIONS WITH OTHER TEAMS BASED ON POTENTIALITIES, ACTIONS, ACTIVITIES, PROJECTS, THAT COULD BE CARRIED OUT.**

**3 - THE OUTPUT COULD BE USED OFFLINE IN EVENTS AND ONLINE IN A SORT OF "LIKEDIN OF ASSETS", IN ORDER TO PREDICT POTENTIAL MATCHINGS BETWEEN COMPANIES.**

**4 - SUPPORT TO "GET OVER THE LOOP" THROUGH THE BUILDING OF PRE-PROTOTYPES BASED ON ASSETS.**

**5 - EVENTUALLY, DELIVERY OF THE TEAM'S "ASSET MAP".**

**co-assets**

Name \_\_\_\_\_  
E-mail \_\_\_\_\_  
Business URL \_\_\_\_\_  
A few words about your company \_\_\_\_\_

**1- Our Assets:** what we do better than anyone else.  
(Description of your abilities trying not to make mention of the products/services that you currently offer in your portfolio)

**2- Our Differential:** why we are different.  
(Summarize what you do differently than other organizations in your field)

**3- Our Appeal:** why we're interesting.  
(What you have or do that makes you stand above other organizations)

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### **Concept and Goal:**

The members of a team have to synthesize the main changes that have affected their sector in the past five years, as well as predict the changes that will affect their sector in the coming five years. This is done online a few weeks before a meeting, or during the meeting in real time. In addition, in this exploration process, teams should discover “radical changes” capable of producing “quantum leaps” in some component of a company’s business model. (Radicalism discovery: discovery of radical ideas)

With the insights discovered and clustered in large groups of ideas or changes, a map of the most relevant changes for the future is drawn up (Change Mapping). A talk from a speaker encourages open minds about discovering radical ideas, showing real examples of businesses or sectors whose “rules of the game” have changed drastically in the last few years (Talk about Radical is Normal).

Finally, an in-person workshop is held to propose actions to carry out in order to face the challenges detected (+10 workshop).

### **Main Goals of the method:**

1- THESE DAYS THE DIFFERENCE BETWEEN WHAT IS NORMAL AND WHAT IS RADICAL IS VIRTUALLY NOTHING. WE HAVE TO BE PREPARED TO EXPECT ALMOST ANYTHING FROM SCIENCE AND TECHNOLOGY, AND FROM FAST SHIFTS IN SOCIAL BEHAVIOUR.

2- THIS TOOL HELPS A TEAM TO BE MUCH MORE DARING IN ITS THINKING, BY FORCING THEM TO REALIZE THE WAVES OF CHANGE AROUND THEM, AS WELL AS THE LATEST DEVELOPMENTS IN THE WORLD.

3- RADICAL= NORMAL IS A TOOL TO RAPIDLY ENGAGE A GROUP OF PEOPLE TO THINK ABOUT “RADICAL” CHANGES THAT THEY HAVE SEEN IN THE PAST OR ARE LIKELY TO SEE IN THE NEAR FUTURE IN THEIR BUSINESS.

4- THE RESULT IS AN ORGANIZED LIST OF TOPICS THAT THE COMPANY SHOULD TAKE INTO ACCOUNT. EVENTUALLY, THE TOPICS MAY BECOME THE AXIS FOR DISCUSSION OF INNOVATION CELLS IN THE INNOVATION STRATEGY OF THE COMPANY.

Main shifts in your industry	Relevance	Proposed Action 1			Proposed Action 2			Proposed Action 3		
		3 = Most relevant	2 = Second most relevant	1 = Third most relevant	3 = Most relevant	2 = Second most relevant	1 = Third most relevant	3 = Most relevant	2 = Second most relevant	1 = Third most relevant

# IDEAS MEET MARKETS

## **Concept and Goal:**

A group of “conventional” businesses and a group of start-ups meet in an environment based on intelligent conversations to look into possible business relations.

The business put forth their greatest challenges: what worries them that should be solved to be more efficient or more successful in the market.

The start-ups propose solutions, based on their expertise, not on their current products. This involves, then, stimulating a mutual adaptation process between offer (start-ups) and demand (businesses).

The interventions of start-ups during the debates incite businesses to start a conversation with start-ups that have appeared more interesting and/or more focused on their specific needs.

The meet is derived, then, of dozens of short, focused conversations between businesses and start-ups.

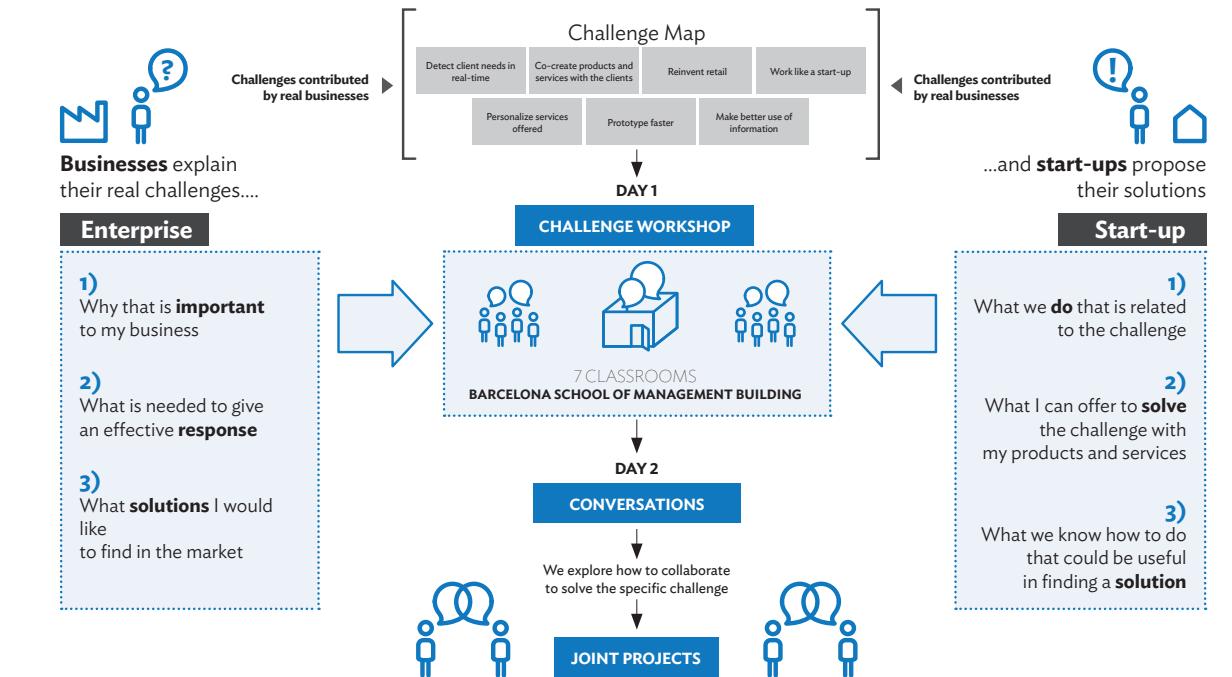
## **Main Goals of the method:**

**1 - MAP THE REAL CHALLENGES OF PARTICIPATING BUSINESSES.**

**2 - START-UPS DETECT REAL NEEDS IN THE MARKET. BUSINESSES DETECT START-UPS WITH WHOM THEY COULD DEVELOP NEW SOLUTIONS TO THEIR OPERATIVE OR MARKET CHALLENGES. THIS INVOLVES NEITHER AN INVESTMENT MARKET NOR FINANCING, BUT PROBLEMS/SOLUTIONS.**

**3 - A “MARKET” IS STIMULATED BETWEEN BUSINESSES THAT HAVE ESTABLISHED MARKETS (CONVENTIONAL BUSINESSES) AND BUSINESSES THAT HAVE NEW IDEAS (START-UPS): A MARKET BETWEEN IDEAS AND MARKETS.**

**4 - THE GOAL IS NOT TO SOLVE A SPECIFIC CHALLENGE, BUT TO DETECT WHICH START-UP TO SPEAK WITH TO LOOK INTO POSSIBLE SOLUTIONS.**



# WHEEL OF FRIENDS

## **Concept and Goal:**

Participants synthesize the differential capacities of their teams on a sheet of "assets" (see Co-assets).

Through different rounds of conversations, the participants look into possible business relations together.

The brief conversations (5/7 minutes), have different formats:

**FORCED:** conversations that should arise because the dynamizers detect that they makes sense and should be carried out.

**VOLUNTARY:** teams want to establish these because they intuit that there is a great connection potential between them.

**RANDOM:** the spin of a wheel determines who speaks with whom for the next few minutes.

**CASUAL:** an unusual theme is discussed with whomever you find next to you at the moment.

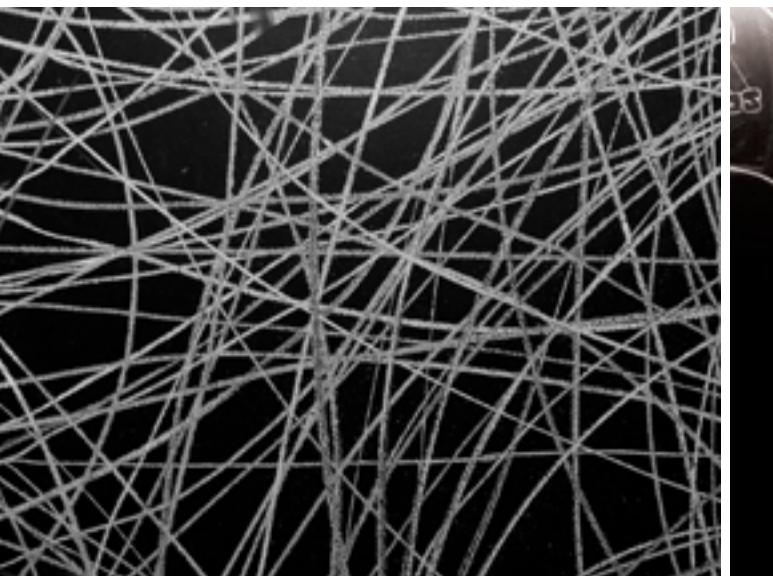
different established conversations are mapped on a level of friends: who has spoken with whom (and with whom haven't spoken yet).

Finally, software helps to determine with whom each participant has spoken and potential conversations that could open after the event.

## ***in Goals of the method:***

- STIMULATE THE MAXIMUM NUMBER OF CONVERSATIONS BETWEEN PARTICIPANTS, INCREASING THE “CONVERSATIONAL PRODUCTIVITY” OF THE MEETING.

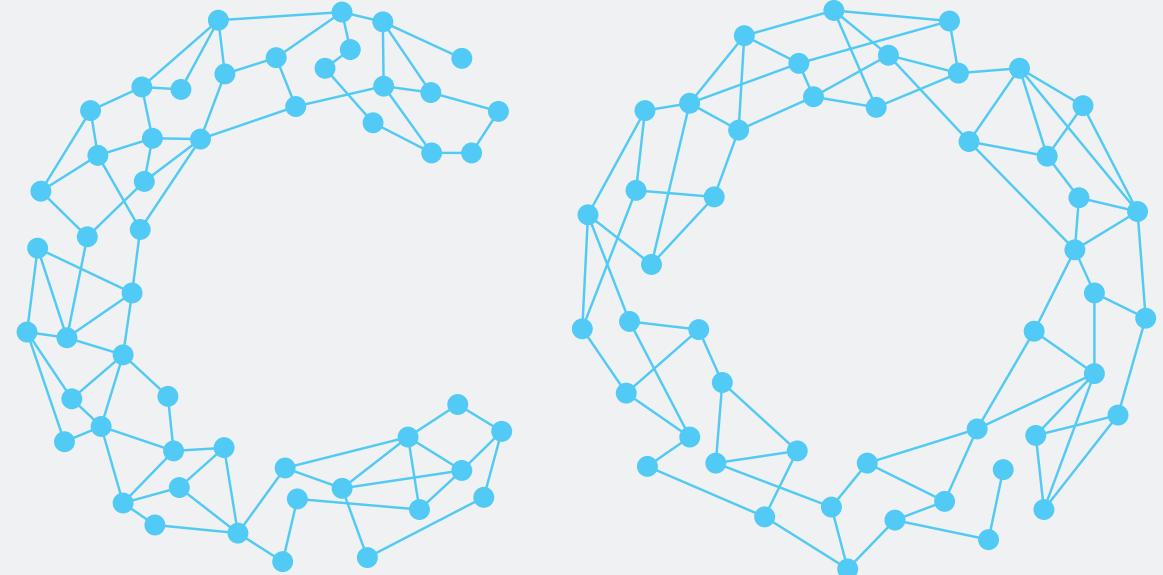
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**co-society®**

# CORPORATE IDENTITY MANUAL

co-society®



## Logotype

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co-society®

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Font

Gotham Rounded Medium  
Gotham Rounded Light  
(Hoefler & Frere-Jones 2007)

Design

Natàlia Teira & Edmon de Haro  
*Infonomia Design Team*  
2010

## *Corporative colours*

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PANTONE 300 C

CMYK	RGB	CMYK	RGB
85	15	0	70
47	121	0	70
0	191	0	72
0			88

*Negative logotype*

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*Logotype + slogan*

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co-society®  
**SYSTEMATIC BUSINESS INTERSECTIONS**

# Corporative fonts

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## Graphik

Graphik Light

a	b	c	d	e	f	g	h	i
j	k	l	m	n	o	p	q	r
s	t	v	w	x	y	z		
A	B	C	D	E	F	G	H	I
J	K	L	M	N	O	P	Q	R
S	T	V	W	X	Y	Z		
1	2	3	4	5	6	7		
8	9	0	&	¡!	¿?			

Graphik Semibold

<b>a</b>	<b>b</b>	<b>c</b>	<b>d</b>	<b>e</b>	<b>f</b>	<b>g</b>	<b>h</b>	<b>i</b>
<b>j</b>	<b>k</b>	<b>l</b>	<b>m</b>	<b>n</b>	<b>o</b>	<b>p</b>	<b>q</b>	<b>r</b>
<b>s</b>	<b>t</b>	<b>v</b>	<b>w</b>	<b>x</b>	<b>y</b>	<b>z</b>		
<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>
<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>N</b>	<b>O</b>	<b>P</b>	<b>Q</b>	<b>R</b>
<b>S</b>	<b>T</b>	<b>V</b>	<b>W</b>	<b>X</b>	<b>Y</b>	<b>Z</b>		
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>		
<b>8</b>	<b>9</b>	<b>0</b>	&	¡!	¿?			

## Ideal Sans

Ideal Sans Light italic

<i>a</i>	<i>b</i>	<i>c</i>	<i>d</i>	<i>e</i>	<i>f</i>	<i>g</i>	<i>h</i>	<i>i</i>
<i>j</i>	<i>k</i>	<i>l</i>	<i>m</i>	<i>n</i>	<i>o</i>	<i>p</i>	<i>q</i>	<i>r</i>
<i>s</i>	<i>t</i>	<i>v</i>	<i>w</i>	<i>x</i>	<i>y</i>	<i>z</i>		
<i>A</i>	<i>B</i>	<i>C</i>	<i>D</i>	<i>E</i>	<i>F</i>	<i>G</i>	<i>H</i>	<i>I</i>
<i>J</i>	<i>K</i>	<i>L</i>	<i>M</i>	<i>N</i>	<i>O</i>	<i>P</i>	<i>Q</i>	<i>R</i>
<i>S</i>	<i>T</i>	<i>V</i>	<i>W</i>	<i>X</i>	<i>Y</i>	<i>Z</i>		
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>		
<i>8</i>	<i>9</i>	<i>0</i>	&	¡!	¿?			

Ideal Sans Semibold italic

<i><b>a</b></i>	<i><b>b</b></i>	<i><b>c</b></i>	<i><b>d</b></i>	<i><b>e</b></i>	<i><b>f</b></i>	<i><b>g</b></i>	<i><b>h</b></i>	<i><b>i</b></i>
<i><b>j</b></i>	<i><b>k</b></i>	<i><b>l</b></i>	<i><b>m</b></i>	<i><b>n</b></i>	<i><b>o</b></i>	<i><b>p</b></i>	<i><b>q</b></i>	<i><b>r</b></i>
<i><b>s</b></i>	<i><b>t</b></i>	<i><b>v</b></i>	<i><b>w</b></i>	<i><b>x</b></i>	<i><b>y</b></i>	<i><b>z</b></i>		
<i><b>A</b></i>	<i><b>B</b></i>	<i><b>C</b></i>	<i><b>D</b></i>	<i><b>E</b></i>	<i><b>F</b></i>	<i><b>G</b></i>	<i><b>H</b></i>	<i><b>I</b></i>
<i><b>J</b></i>	<i><b>K</b></i>	<i><b>L</b></i>	<i><b>M</b></i>	<i><b>N</b></i>	<i><b>O</b></i>	<i><b>P</b></i>	<i><b>Q</b></i>	<i><b>R</b></i>
<i><b>S</b></i>	<i><b>T</b></i>	<i><b>V</b></i>	<i><b>W</b></i>	<i><b>X</b></i>	<i><b>Y</b></i>	<i><b>Z</b></i>		
<i><b>1</b></i>	<i><b>2</b></i>	<i><b>3</b></i>	<i><b>4</b></i>	<i><b>5</b></i>	<i><b>6</b></i>	<i><b>7</b></i>		
<i><b>8</b></i>	<i><b>9</b></i>	<i><b>0</b></i>	&	¡!	¿?			

## Brand name margins

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Smallest printing size



## *Incorrect uses*

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## *Sub-brand names*

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**co-session**®

**co-fest**®

**co-poker**®

**co-maps**®

**co-assets**®

**co-distances**®

**co-castells**®

**co-sinfonomia**®

## *Co-session logotype*

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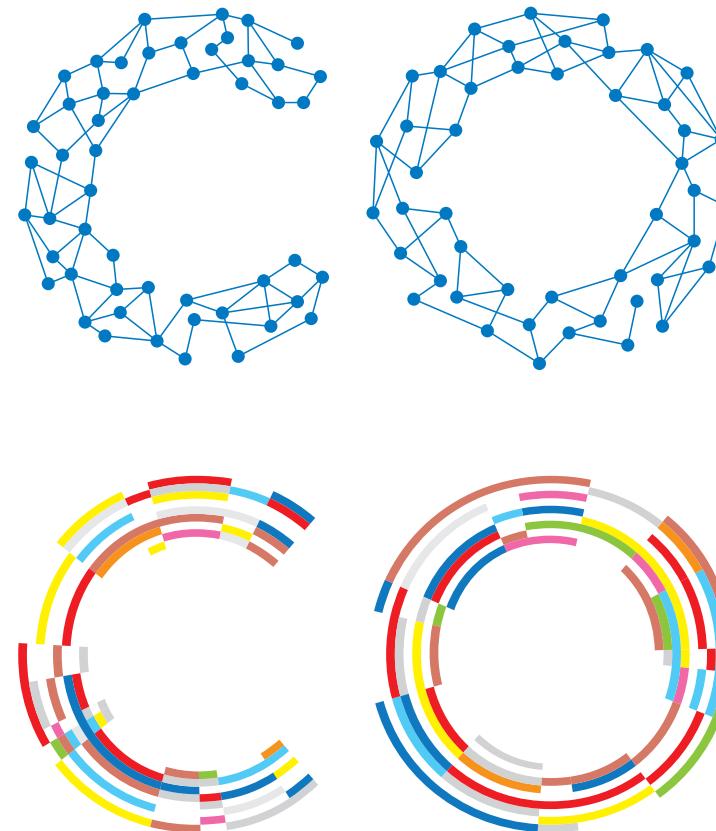
co-session number

#01co-session

co-session logo

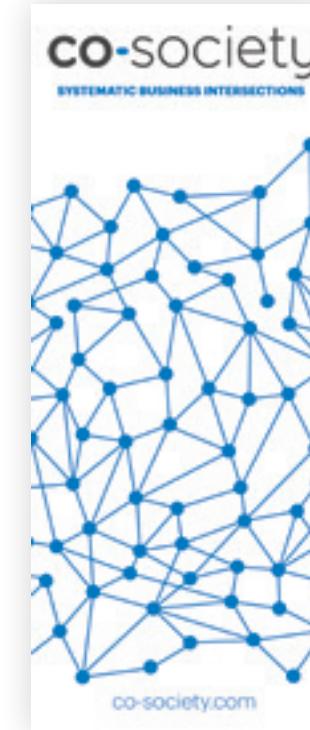
## Graphical resources

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# Posters

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# Business cards

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Front



Back



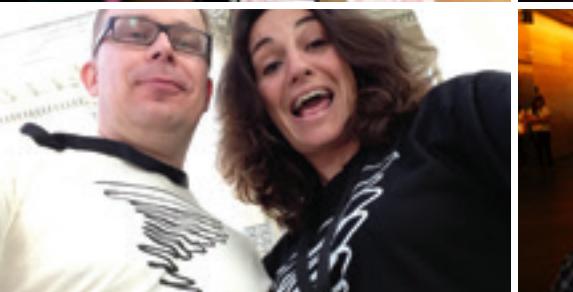
# Books

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# Website





# **CONNECTING SMART TEAMS IN DIFFERENT INDUSTRIES TO GENERATE NEW BUSINESS.**

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