



Functional and Cooperative Economy in territories

A support tool setting FCE on European territory

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ELEMENTS OF CONCEPT



The Functional and Cooperative Economy reexamines the business model of companies but also the development model of territories.

Under the CREPE- FCE project, the Functional and Cooperative Economy model proposed by Atemis was shared with the partners in order to build the conditions for its appropriation for this first European network of consultants, which could then promote it in their territo-

ries

As it is explained in the FCE note: “Based on the analyze of the dominant economic model impact on business performance and territorial development, the white paper intends to better understand how businesses and territories may withdraw from the current model determining factors and benefit from the service economy competences from which the FCE model develops its fundamental principles, and thus evolve in line with a sustainable development perspective ».

To try to transfer a complex theoretical model, designed in a French context where the reality is different from a European country to another, partners of CREPE- EFC, led projects during the course of the project ERASMUS + in Belgium, Italy and Spain. With the aim of facilitating the emergence and debate of this new model of territorial development with a view to living well together.

« The Functional and Cooperative Economy reexamines the business model of companies but also the development model of territories.

Levels of design and development of these pilots vary according to territories: they depend on different factors, including

- The presence of references to the FCE model in the national or local debate
- The dynamics of debate and action on the current economic model and the consequences and impasses of this model for businesses and territories,
- The support (economic and political) of local government to develop initiatives going towards innovative models of development,
- The existence of local networks interested in getting involved in sustainable development initiatives.

To be part of a territorial development approach FCE is broadening the scope of stakeholders. Thus it is necessary get in action and develop their ability to cooperate. It is also creating conditions to collectively meet the challenges of the territory, and build a cooperative ecosystem that can offer useful solutions for all.

This support tool, aims to help first project partners, consultants and European FCE networks and more generally

all consultants who wish to develop the FCE model in their territory. This white paper must provide landmarks to identify key stages of the pathway, identify resources and levers to get in action locally in order to develop a territorial project based on the functional and cooperative economy model.

Some examples of pathway to FCE worn by the Erasmus + project partners complete this note.

TO SET IN MOTION FCE IN TERRITORIES

For a territory, to be part of a trajectory of FCE means to reconsider the current development model and create mechanisms to consolidate this new path.

These mechanisms are mainly of three types:

- Firstly mechanism that enable awareness, dissemination of the model and the particular way to look at reality that is the vector. In this way, all stakeholders in the future ecosystem will have the same understanding of the model and especially their issues. They will speak "the same language", with common references and analytical tools will be shared. They will be able to better understand each other.
- Secondly debate spaces are needed, spaces in which the experiences of each other can be debated, discussed, and where they can learn from it and build a common and local reference framework,
- Thirdly spaces to develop the support systems of the FCE. Spaces in which capacities to support the paradigm shift in the ecosystem are build. This means developing skills of consultants in order to mobilize on this model, but also other stakeholders such as public authorities, for example, so that they can integrate this model into their applications and mechanism support on local economy development.



The first step in the development of the FCE approach on territory is to raise awareness, and disseminate the model.

It means that you have to explain:

- How the model supports sustainable development issues,
- How to look at the current limits of territorial development,
- What types of changes in the ways of doing things,
- What kind of relations between stakeholders can occur.

These times allow to collectively re-examine the current economic model and also identify local stakeholders interested in the issue of new economic models: resource center on sustainable development, Chamber of commerce, local authorities, economic research centers, business networks. Whatever the issue expressed by the territory, it becomes a key issue from which to start a FCE local development dynamic. These stakeholders are potential resources to support the debate on a different vision of territorial development.

For that pedagogical resources are available on the website of www.crepe-efc.eu:

- Facilitate seminars, meetings animation.
- Organize conferences, presentations of experiences
- Disseminate information to explain the FCE and provide access to business cases videos.

In some territories, the FCE Club is also place to debate on issues carried by the stakeholders involved in FCE dynamics (see ex NPDC).

Next step: Build a stakeholder system

Then start building what is called a cooperative ecosystem: an arrangement of various local stakeholders to answer, find solutions to the issues identified. This group of local stakeholders who share a common issue looks at this key issue, in a perspective of sustainable development.

This requires that everyone thinks of his contribution to the overall solution, share, cooperate, and put the resources available to serve the local project.

This cooperative posture is conducive to build trust at the local level, and create the conditions for skills development and professionalization of all.

Possible issues include, for example, developing a sustainable food system, reducing consumption of fossil energies, developing sustainable mobility.

These joint working time also allows to

- Point out the ability to bring projects together.
- Get moving to share understanding, build common referential items.
- Agree to enter in a pathway on EFC professionalization

Working on challenges and activities that have to be developed relying first on local resources, allow to start co-building an integrated solution where the various components meet the different dimensions of the problem, the challenge to be treated.

A cooperative ecosystem also requires a type of governance that is very different from what is governance in the traditional model. Bringing stakeholders to engage themselves, to take a resource posture, to develop

these resources, and also set up a evaluation system dealing with the solution as a whole, are questions for a revamped governance.

This evaluation system meets the challenges of professional stakeholders and also on innovation objectives.

Service based innovations type will emerge from the experimentation and collective dynamics of cooperation and trust that is built on the territory. They happen by being attentive to undetected potential, desirable future which appear and will be consolidated with the operational concepts of the FCE.

It is therefore to establish facilitating dynamics to develop between the stakeholders a shared attitude of cooperation, creating value in the territory.

Create immaterial value occurs for example in

- Changes in posture of some stakeholders; transition from a posture based on competition to a posture based on cooperation,
- Changes in relationship, transition from a posture to capture the value to a resources posture to serve the project,
- Changes in the way of working, getting out of the silos logic and shift to more cross-cutting approaches and co-building.

Local stakeholders to be mobilized:

Identify and mobilize the stakeholders system of the territory means to involve direct and indirect beneficiaries concerned by the issues raised, the implementation and results of the project.

Among the stakeholders to mobilize we can identified:

- Public Stakeholders:
 - Local Government - regional, municipal, county (health, environment, mobility, education, sustainable development)
 - Public Training Centers
- Private stakeholders
 - Companies
 - Consultancy firms
- Intermediation agencies

- Business associations
- Chambers of Commerce
- NGOs and other voluntary associations
- Groups of citizens not formalized
- Unions
- Private Universities and Research Centre
- Citizens associations

Third step Set up a support system

It is also important to identify stakeholders leaders and engage information, debate dynamics on FCE.

Make a diagnosis and identify in the diagnosis, the ability to make projects together

Start moving to share understanding, build common referential items

To examine how to create the first informal focus groups with people, interested organizations to reflect on how to facilitate FCE concepts appropriation and be engaged in a territorial project.

It is also to identify public and / or private, most receptive to research, confrontation on business models that can launch the dynamic and get involved in facilitating local dynamics. It can be a public administration: Hauts de France-Nord Pas de Calais example, or a private actor as a consulting firm trained to FCE like in Belgium with Ecores.



« It is also important to identify stakeholders leaders and engage information, debate dynamics on FCE. »

What are the possible trajectories ?

Regarding territories, configurations, dynamic of leading stakeholders, the stakeholders system will be different.

There is not a single way to develop local projects related to the FCE but it is to seek the most appropriate one regarding the territory situation.

The approaches may be very different but each time we find the same type of stakeholders system: consultants, researchers, public bodies, intermediary organizations.

Then, create a local dynamic might happen in different ways, but requires to identify an entry point: a strong territorial issue and decline it in a EFC perspective by means of trained consultants.

- Initially, identify interest / common stake in the territory, from a practical need and start building an eco system on issues shared by the stakeholders.
- Verify the capacity of public and private stakeholders to work together in a FCE perspective.
- Identify the direct and indirect useful effects of the project and expand the stakeholders system working on externalities.
- Identify the different dimensions of the integrated



solution to provide answers to the challenges of energy transition, sustainable food, mobility, business support system, organization of a FCE Club, ...

- Each player agrees, cooperates to co-build an integrated solution in a SCF and implementation perspective.
- Reveal the progressively advanced, changes, transitions, transformations that the project generates: eg on building trust between stakeholders, on ability to work together in cooperation and out of the silo logic, on the expansion to other local stakeholders.

The following section presents ongoing experiences on CREPE-FCE partners territory.



TERRITORY CONTEXT: FRENCH-SPEAKING BELGIUM

What role for the economy of Functional and Cooperative Economy?

In Belgium, a group of six consultants, from different structures, followed the EFC training and cooperation provided by ATEMIS in Paris in 2014. After this training, exchanges went on between consultants and then a group was formed, eager to spread and make known the model in Belgium.

The Brussels context

Brussels in its regional policy statement expected to replace the existing linear economic model (extract resources , produce, consume , throw) by a circular economic system (collect , produce, consume, reuse) both competitive market for our businesses and generating local jobs.

In its Strategy 2025 adopted on 16 June 2015, the Brussels Government sets out the objective of revitalizing the Brussels economy with a 10 years prospective vision. The environment is identified

as job growth area in connection with the development of a regional program in circular economy.

This program, the PREC (Program for Regional Economics Circular), was adopted by the Government on March 10, 2016. Brussels environment is copiloting with Impulse, Innoviris and the Agency Cleanliness Brussels.

Under this program, the functional economy appears as a component of the circular economy.

The Wallonia context

The Functional Economy is also a pillar of the Circular Economy plan implemented by the Wallonia government

Entry point

The group of consultants trained to EFC - clubEFC.be creation

The group of consultants trained to EFC since 2013, met various local stakeholders to raise awareness (conferences, seminars, group meetings) on this innovative model and identify potential interest about it.

In 2015, after having noticed a real interest on FCE, the group of consultants decided to create together a club structure like the existing one in France.

The ClubEFC.be wanted to rely on local resources and meet the practical needs of the territory. To do this, in February 2015, the ClubEFC.be organized a consultation of key stakeholders through a seminar with the topic : « the future of the Functional Economy in Wallonia, as part of the European project Erasmus + ,CREPE-EFC ».



During the seminar, a number of local stakeholders (businesses, government, universities, business guides, BIC, AEI, GRE Liège, the Spi, WSL, WBC, stakeholders Creative Hubs Walloons ..) have expressed a real interest in a cooperative place on FCE, especially oriented in training and support within a community of thought and action.

Carried out activities

Development of the Club EFC.be

After consulting stakeholders, the ClubEFC.be was structured and an action plan for 2015/2016 was developed. The program takes priority training activities and support for businesses. The presentation of ClubEFC.be and its activities are presented on the website: <http://www.clubefc.be/>.

Some key activities in 2016:

- Official opening of ClubEFC.be;
- Introductory Training to the functional and cooperative economy for business associates;
- Seminar for 180 ICHEC students on new sustainable business models, particularly FCE. The animation was provided jointly by a team of professors from ICHEC and two representatives of the Club EFC.be



Les programmes régionaux d'économie circulaire

In the two regional programs (Brussels and Wallonia), there is no reference to EFC on which one's can rely or be fed. Therefore, ClubEFC.be try to work in cooperation with regional organizations to facilitate the integration of FCE dimension in their long term strategy.

First results, difficulties, prospects, future developments

The ClubEFC.be faces an important limitation that has to do with the origin of its constitution. Being formed by a group of consultants, it has trouble to assert his legitimacy of action in a given territory.

It is recommended in a process of development of Functional and Cooperative Economy model within a territory, to integrate upstream from the reflection, the stakeholders involved in the territory. They whether are public or private, such as chambers of commerce, business federations, public administration, regional development agencies, etc.



TERRITORY CONTEXT : TURIN, PIEDMONT, ITALY

What role for the economy of Functional and Cooperative Economy?

This is an open territory for economic and social innovation, which was already in a process of change and conversion from an industrial vocation to social and cultural vocation. Turin, is an area where governments are very available and very reactive and where Fondazione G. Brodolini is very active in the development of social innovation approach - Incet Open Innovation Center <http://openincet.it/>

Entry point

The FCE model has still not been broadcast in Italy. Although, there is a lively debate around the traditional industrial model critique that is shared by several stakeholders. This critique is accompanied with the search of new business models answering better to the sustainable development challenges.

The city of Turin is very advanced compared to the rest of Italy, in the field of this debate. That is coupled with the interest of the European Commission on what it called: social innovation. Which means innovation regarding how to do business and that requires a major support for social dimension: for citizens and territory.

Fondazione G. Brodolini is partner of the Open Incet, social innovation laboratory, which aims to create on the district of Torino Barriera Milano, the synergies that will create opportunities for social innovation and help the territory to overcome its industrial vocation and requalify in a sustainable development perspective.



In this context the Fondazione G. Brodolini thought Turin and Open Incet could represent better than elsewhere, a site to start a pilot project on the FCE.

For this reason we used as key input, the idea of "doing business differently" to speak about FCE on the territory. In order, to activate a change facilitative dynamic towards more social innovation, and attract the attention and curiosity on this idea shared by organizations working with Open Incet.

Activities carried out

The path followed so far has focused on activities aimed to disseminate the FCE model in the territory, through the following steps

Dissemination:

- Presentation and debate of the FCE document with the Open Incet Torino colleagues, in order to choose with them the best local stakeholders to be invited for the first seminar on the FCE as a new economic model able to provide answers to the challenges faced by the territory
- Implementation of the first seminar with Atemis experts, CREPE-FCE partners and fifteen local stakeholders, including city administrators, SMEs, social cooperatives, consultants at Open Incet in February 2016



Monitoring seminar to see the participants' interest in deepening the subject

Implementation of a second seminar in June 2016, with Atemis. This seminar resulted in a presentation of educational resources produced within the CREPE-FCE project: business cases videos, operational FCE concepts and debate to try to identify a local issue that could represent the starting point for FCE appropriation in the territory.

First results, difficulties, prospects, future developments

The discussion focused on several issues - develop cultural tourism in the area, identify sustainable solution to the problems of housing

For now, we have not come to identify an issue shared by the group in the territory that could represent the starting point to seek together, in a cooperative way, FCE solution. The group of participants does not seem willing to get involved in this election period bringing many questions on the municipality priorities to come.

The intention of Open Incet and Fondazione G. Brodolini is to keep working on this perspective seeking in the same time to find public funds at

the local level that could support a FCE local dynamic.



Cria SL

TERRITORY CONTEXT : CATALONIA, SPAIN

What role for the economy of Functional and Cooperative Economy?

Catalonia, as indeed the whole of Spain, is still in a process of economic and employment recovery. It is the second highest rank of unemployment rate in the internal European Union.

Although economic growth is higher than the European Commission forecasts, the production efforts focuses on technical, technological production model update.

Today's strategy is aligned with the European Commission speech on economic development geared to territorial specialization and development of business competitiveness. Catalonia reinforces the logistics business, the intelligent industry and services and high value-added products for the cars and transportation, as well as the development of new policies for the pharmaceutical and agro alimentary business.

In this context the Area Metropolitana de Barcelona, which contributes over 60% of GDP of the Catalan economy, plays an important part in the new impulse to business.

In the same manner, new possibilities to implement the concept of FCE are opening with the emergence of some new phenomena of governance and new companies sensibilities, new perspectives and ways of cooperation between companies and consumers, as well as actions focused on the development and activation of a local economy more sustainable and socially responsible.

Entry point

The thinking on new models increasingly interested more and more territories including PAE (Polygons of Economic Activity) and the city of Barcelona, city that gives a clear impetus to social, cooperative and solidary economy.

Activities carried out

The first initiatives are within the framework of territorial development and an alliance with a new but powerful business association: AEP (Associació Empresarial Pedrosa) which has more than 150 associated companies of different sizes and from different industries.

This association was born in one of the closest industrial park of Barcelona: the Polígono Pedros- municipality of Hospitalet de Llobregat- which is the location of the new settlement of Barcelona Fair and the new Telecommunications Center site of the Generalitat (Government) of Catalonia. In this environment a

major telecom hubs and data centers has been created.



The relationship building with the authorities of the territory had been led by Cria and was based on the presentation of the FCE concepts, potential development and implementation in local businesses. The FCE model has been linked with the strategic thinking that this association leads with other private and public organizations, on new economic development models for the territory and its network of companies.

This first time of awareness raising and dissemination of the model, led to organizing a FCC presentation session at the annual meeting of SEPA "Afterwork 2015" (December 2015) on sustainable development strategy. Over 80 companies participated. The seminar brought together Advisor (Catalan Minister) Enterprise and Employment, the Director of Social and Economic Development of the Area Metropolitana de Barcelona, General Director for Energy at the Catalan Government and other executives from neighbor municipalities and training companies as well as business consultants.

In this context points of agreement were identified on the analysis of the dominant production model and the need to reorient the economic model of businesses. Now debates and specific actions are carried out about the internal enterprises reality, from the standpoint of corporate social responsibility.



First results, difficulties, prospects, future developments

AEPe proposed to set up a working group whose task is to provide an action plan within a perspective of sustainable development:

- Identify companies potentially interested to review their business model.
- Identify professional prescribers, business managers and professionals related to business development.
- Propose a collaboration agreement between economical stakeholders- public institutions - research bodies (university) to raise awareness and enable debate in a cooperative and sustainable development approach.



ATEMIS NORD PAS-DE-CALAIS / HAUTS-DE-FRANCE 1/2

TERRITORY CONTEXT :

What role for the economy of Functional and Cooperative Economy?

The Nord-Pas-de-Calais¹ region is today regarded as pioneer on Functional and Cooperative Economy. For almost 15 years a set of initiatives have been created to support dissemination activities and development of the FCE model. Today beyond the 90 companies which were accompanied, different entities are concerned by FCE, as research projects, committed stakeholders networks (including CCI, the Centre for Young Business Leaders (CJD), the Alliances network, the CERDD², EPAS ...) 4 territories accompanied on another local development model, a club bringing together key players in regional dynamics, and support in the region. Needless to say the territory has implemented for 15 years now, an innovative set up in terms of public policy to support activities development in a sustainable development perspective.

The regional context.

The functional economy conceptual system as it is developed by ATEMIS has been built for a great part in connection with the stakeholders in Nord-Pas-de-Calais region. The relationship between the research and intervention laboratory ATEMIS and the region started in 2002. The Nord-Pas-de-Calais region faces a marked decline in traditional industrial activities resulting in a rise of unemployment. Beyond the issue of employment, the environmental legacy of the industry in this region, including the mining industry, invites regional policymakers to reconsider regional development in a more sustainable way than in the past.

¹ Now reunited with Picardie in the new Hauts-de-France Region

² Centre Ressource du Développement Durable

Entry point

In 2002, the Regional Council asked Christian du Tertre – ATEMIS Scientific Director - to lead with others consultants a research on the possible links between economic development and ecological issues management. At the end of this study a report has been produced in 2004, the reflections converge on functional and cooperative economy model as a reference model to think the articulation between economic, environmental and social issues. The study also developed another important element, the need to reconsider the public interventions modalities. Therefore, the regional strategy will be built around the establishment of cooperative ecosystem for a variety of functional areas (feeding, living, mobility, health ...). All of this new policy aiming the creation, development and animation of a functional innovative environment, that is to say a set of dispositive useful for the dissemination of the FCE model, its implementation and consolidation.

Activities carried out

Dissémination



Dissemination

In order to do know the model of the functional economy, many regional events hosted conferences. Thereby the Annual Days of Sustainable Development (JADDE) organized by the CCI were they enrolled the functional economy to their program. Furthermore, the World Forum, whose Alliances is one of the organizers has also mobilized this event to communicate on the functional and cooperative economy, and debate this new sustain-

able economic model. More specialized interventions also took place in the conference organized by the AVNIR CD2E rather focused originally on ecodesign and life cycle analysis. Today the organizers of major events related to sustainable development are involved in the functional and cooperative economy and consult, in particular in the Council Strategic Orientation Club Noé to disseminate the experiences of the FCE model, ideas and research in progress.

Companies support system

In 2011, the regional council entrusted ATEMIS the task to support the evolution of their business model to the FCE to a first group of 9 SMEs of different sizes, different sectors (Construction, intermediate industry, services logistics, the FMCG industry, energy services, IT services ...). This first initiative combines local business networks: the Nord-Pas-de-Calais section of CJD, the CCI Grand Lille, the network Alliances which is a common intermediate for the implementation of public policies.



This first experimental training dispositive will be an important one and subsequently will be renewed each year with a number of growing companies. The training dispositive will transform at the whim of experiences, however, it will keep until now the principles co-built with Alliances and CJD. The experimentation relies on coaching and training modalities for companies' top executive managers sensibized to sustainable development issues and willing to commit to the functional economy model.

Specifically, this support system takes the shape of an intervention of 15 months and includes:

- An entry SAS as an action training allowing each one to become familiar with the dead ends of the current dominant model and build a common reference frame around the FCE;
- Ten collective sessions led by experts EFC where limits, intuitions, economic models of each one are collectively debated;
- Three individual meetings for each company;





CONTEXTE DU TERRITOIRE :

ATEMIS NORD PAS-DE-CALAIS / HAUTS-DE-FRANCE 2/2



- Inter coaching sessions between managers to work peer to peer between committees;
- An important personal work on the part of each manager integrating their internal stakeholders.

This type of support system has been extended in the region, but is also implemented in other territories: in Île-de-France, Alsace, Pays-de-Loire, Midi-Pyrenees , Provence-Alpes-Côte d'Azur,...

Accompanying single companies is not sufficient to ensure the transformation of the company's business model. In fact, accompanied managers encounter a problem: their customers, partners, suppliers or employees do not understand the new way of thinking related to the functional and cooperative economy. Therefore, other supporting modalities come to support the enterprise's model transition, at the same time it mobilizes the local transition dynamic.

The first of these support dispositif is a club "New business models", Club Noé. The Club gathered some companies that were accompanied with key stakeholders and networks supporting the development of the economy of functionality (ICC network Alliances, CERDD, APES, Regional Council, ATEMIS ...). This is a place that bring to light and debate on business experiences but also about disseminating EFC concepts EFC from these experiences. The club also supports the cooperative ecosystems and their emergence through workshops between club member around shared issues. These workshops aim to extend the work by leading a working group of leaders that share a functional sphere. Noé was partly inspired by the existing club in Ile de France since 2007 led by ATEMIS, more focused on sharing experiences. Since the launch of Noé in 2013, other clubs were formed in France (Grasse and Rouen) and in Belgium (see detail territory Ecores).

Territories support

Parallel to this dynamic around companies, a dynamic more oriented towards territories was set up with stakeholders such as CERDD or CCI. Thus these two stakeholders in partnership with ATEMIS have conducted seminars "Sustainable city and new



economic models" more focused on the territorial dimensions of the model.

These seminars were an opportunity for companies to address questions differently. Seminars and courses were organized on the theme of sustainable food or on responsible public buys and functional economy. The food theme should result in a club workshops because many companies within this functional sphere were accompanied and are eager to continue their transformation collectively and in cooperation with other companies sharing the same references. Developing cooperation around the territorial aspects culminated in 2015 on the establishment of a support system for communities wishing to reconsider their territorial development model.

In partnership with the CERDD and with the support of the region, ATEMIS with another consulting firm (E2I) accompanied 3 territories in their path towards a more sustainable development. To these three areas, the town of Loos-en-Gohelle working already for a few years now with ATEMIS on the transformation of its regional development policy, the establishment of a new organization of public policies and accompaniment on the transformation of work that entails in the town hall. The ambition with the city of Loos-en-Gohelle is to be a national demonstrator on a different way of thinking sustainable territorial development with reference to the model of the functional and cooperative economy.

Professionalization

To support these initiatives, initial resources are not enough. So, in the second pathways, in 2012, the region organized a training for new consultants with ATEMIS. The region involved local consultants, and also Belgian consultants. This training program has been renewed over the years, always supported by ATEMIS. Regional stakeholders with ATEMIS seek to develop local response capacities. This is not limited to training, but also through the establishment of so-called supervision and feedback to consultants. These support systems are in fact the continuation of consultants professionalization process. Moreover, those support systems seek, where possible making accompaniments capacity development are opportunities for intervention through cooperation in interventions to mentor local consultants recently trained in economics functional and cooperative economy by ATEMIS.

l'Economie de la Fonctionnalité et de la Coopération et mettant en débat collectif les limites, intuitions, modèles économiques de chacun ;

First results, difficulties, prospects, future developments

Dynamique de recherche

Apart from the training and support systems, since 2015, the region has committed eight research projects on "new business models and life cycle analysis." These projects aim to bring together researchers engaged in the field of life cycle analysis and circular economy with researchers and consultants working in the field of new business models and especially the functional and cooperative economy. These projects con-

tain a strong training dimension for research teams to facilitate future cooperation. The region had the idea to develop research capacity to analyze all the material gathered through enterprises and territories experiences that are involved in a sustainable path with reference FCE, and therefore begins to built a community of researchers around these issues.

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<http://www.clubnoe.com/category/temoignage/>

Reports of public meetings dedicated to companies :

<http://www.club-economie-fonctionnalite.fr/activit%C3%A9s-du-club/pme/>

Reference Document on the approach "Sustainable City, new business models":

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Video of plenary sessions from « Club Noé » :

<http://www.clubnoe.com/pleniere-club-noe-la-cooperation-de-quoi-parle-t-on/>

Research contributions :

<http://www.atemis-lir.fr/publications/>

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