CO³ or Collaboration Concepts for Co-modality held the third High Level Industry Board last November in Amsterdam. The HLIB members, together with various practitioners that CO³ speakers met at various conferences around Europe, provided invaluable insights for the project, including the upcoming multi-lateral test cases. However horizontal collaboration is still perceived as complex, time and resource consuming - the toolbox CO³ is developing will be able to tackle the main challenges and obstacles companies are facing to set up inter-firm collaborations for freight logistics. These challenges are connected to partner search and agreement negotiation, and fair equal gain sharing. Among the many outcomes, CO³ can announce:

1. **Deliverable collaboration challenges for co-modality:** European Union’s target for modal shift is hardly going to be met in the next decades. Co-modality is considered by single firms as slower, less reliable and more expensive. The integration of two or more transport modes is contextualised into a collaborative environment, defining the characteristics of a novel business model for co-modality. An **executive summary** is available on the CO³ website and the full report is on request.

2. **Conferences:** CO³ is going to present horizontal collaboration at key conferences in Europe in early 2013:
   a. **SCALE Conference**, Cranfield University, 22nd January 2013
   b. **ELUPEG Group Meeting**, Amsterdam, 31st January 2013
   c. **Dinalog – CILT UK – CSCMP CO³ meeting**, Breda, 28th February 2013
   d. **Retail & Consumer Goods Supply Chain Summit**, Dusseldorf, 11th-12th April 2013
   Please contact us should you need any further information about the conferences.

3. **Mars case study:** Manufacturers United Biscuits, Saupiquet, Wrigley and Mars, who led the project, began a freight logistics collaboration in France to reduce the total transport impact to retailers Carrefour, Auchan and Système U. An in-depth description is available to find out how the collaboration for logistics bundling worked. Please email Frans Cruijssen (Argusi) f.cruijsen@Argusi.org should you require further information.

4. **Online Workshops:** Online workshops will soon be launched. If you or someone in your company wants to know more about the CO³ toolbox, please get in touch (contact@co3-project.eu).

   www.co3-project.eu

More test cases are going to be launched: stay tuned to find out more!

The CO³ consortium wishes you all a Happy New Year!
CO³ position paper:
CHALLENGES OF CO-MODALITY IN A COLLABORATIVE ENVIRONMENT

By Silvia Rossi, Cranfield University

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Deliverable D2.3
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\[ \varphi(v) = \sum_{S \in N} \frac{\left| S \right|! (n - |S| - 1)}{n!} (v(SU(i)) - v(S)) \]