

## The Xerox P&G Co-Innovation Partnership: Genesis and Initial Formation

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### Short Abstract:

The case focuses on the genesis of the Xerox P&G co-innovation partnership by initially describing relevant historical details in the evolution of each company's capabilities and business requirements. The development and evolution of the Managed Print Services market as the business context for Xerox to become an MPS vendor to P&G is described next.

The case then tracks the evolution of the Xerox-P&G relationship from a standard outsourcing relation (Xerox the managed print services vendor and P&G the customer) into a much more strategically interdependent co innovation partnership and identifies key turning points in the evolution of this relationship. The paper also examines specific co innovation practices of the partnership, including the role of Xerox's dreaming sessions with their partners, and the design and operating practices of an innovation council to foster a collaborative culture across both organizations (Xerox and P&G) and to insure ongoing communications, coordination and control of the collaboration between the partners. We also surface some of the distinctive challenges facing this relationship suggested by the two leaders of Innovation Council and other executive officers at Xerox and P&G who were playing critical roles in the earliest development of the partnership.