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Social Innovation Centre

March 15, 2010

Mr. Philippe JEAN
Head of Unit F1
DG ENTERPRISE & INDUSTRY
45 Avenue d'Auderghem
1040 Brussels

Dear Mr. Jean,

We are writing in response to your query for public comment on the European strategy for clean and energy-efficient vehicles, and in particular, zero emission vehicles. EU policies complementing the actions taken by industry as well as national and regional public authorities are fundamental to promoting electric vehicle (EV) technology development, investing in advanced battery technologies for enhanced energy storage capabilities, and accelerating deployment of EV charging infrastructure.

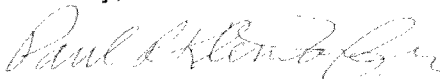
For more than a year, we have studied the EV ecosystem – and in particular, the innovation in both business model and technology integration introduced by Better Place. In our view, Better Place has developed a very innovative and user-friendly approach for the supporting infrastructure for the mass deployment of EVs. If successful, initiatives such as that of Better Place will provide energy security, economic development, and environmental benefits, reversing the negative impacts of burning oil, a major cause of climate change and urban pollution.

We are convinced that the company has already started a major change process in the area of individual transportation. We are also convinced that, with the appropriate industrial policy, Better Place and the entire EV supply chain can provide major advantages to promote profitable retooling of the European automotive industry, as well as complementing the supply of renewable sources of electricity generation. Furthermore, we believe that the switch to electric transportation is inevitable and Better Place's operations in countries such as Denmark and Israel are a proof that this is happening now, and not in a long-term scenario only.

We have also studied at length many alternative clean-energy solutions and believe that EVs represent a significant opportunity for green jobs and growth, decarbonisation of the grid, and for helping the EU to achieve its 2020 policy goals.

We would be happy to elaborate further on our views and on our research on sustainable mobility as part of future public proceedings on this topic, should you have need of that.

Sincerely,



Paul R. Kleindorfer

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Prof. Paul R. Kleindorfer

Dr. Kleindorfer is Paul Dubrulle Chaired Professor of Sustainable Development and Distinguished Research Professor in Technology and Operations Management at INSEAD. He is also the Anheuser-Busch Professor Emeritus of Management Science at the Wharton School of the University of Pennsylvania. Dr. Kleindorfer was a faculty member at Wharton from 1973 to 2006. He graduated with distinction (B.S.) from the U. S. Naval Academy in 1961. He received his doctorate from Carnegie Mellon University in 1970 in Systems and Communication Sciences at the Graduate School of Industrial Administration. Prior to joining INSEAD, Dr. Kleindorfer held university appointments at Carnegie Mellon University (1968/9), Massachusetts Institute of Technology (1969/72), The Wharton School (1973 - 2006), and several universities and international research institutes. Dr. Kleindorfer's work has focused on risk management and on the integration of operations, economics and finance. He serves as a member of the Advisory Committee to the OECD on the Financial Management of Large Scale Disasters. Dr. Kleindorfer is the current Chair of the INSEAD Advisory Panel on Energy, which has as its objective to assist the INSEAD Social Innovation Centre to promote sustainable energy policies in business and society.

Dr Renato J Orsato

Dr Orsato J. Renato is Senior Research Fellow at the INSEAD Social Innovation Centre, Fontainebleau in France. As a researcher, educator and consultant, in the past 15 years taught at MBA and Executive Programmes at INSEAD, Lund University (Sweden), University of Amsterdam (Holland), University of Technology Sydney (Australia), and Warwick Business School (England). He worked with public organizations and private businesses in more than 20 countries. Dr Orsato is the author of *Sustainability Strategies - When does it pay to be green?* (Palgrave Macmillan, INSEAD Business Press 2009, www.sustainability-strategies.eu). He has also written several book chapters and teaching cases, and published in academic journals such as California Management Review, Organisation Studies and Journal of Industrial Ecology.