Addressing the barriers of sustainable business cooperation:
the alternative triple-P

Philippe Tavernier
POM West-Vlaanderen

Bruges - 25 April 2008
Overview

Addressing the barriers of sustainable business cooperation: the alternative triple-P

POM West-Flanders
Sustainable business cooperation
Project experience
Barriers
Solutions
Mission of the POM

• Enhance the socio-economic development of the province by initiation, coordination and realisation of activities and projects

• Linked with policy of the Province of West Flanders to develop West Flanders as an international orientated, dynamic, competitive and innovative region with a positive working climate and pleasant surroundings.
Scope of Activities

- transport and logistics
- Infrastructure: incubators/shared facilities for starters
- Development of sustainable Industrial estates
- sustainable development
  - West-Flemish charter for sustainable entrepreneurship
  - Rational Water management
  - Eco-efficiency
  - Sustainable Industrial Construction
- Rational and alternative energy use
- social responsibility
- innovation
- international promotion
www.pomwvl.be
Overview

POM West-Flanders

Sustainable business cooperation on industrial estates

Project experience

Barriers

Solutions
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|                      | uniform signalisation | security contracts | exchange rain water | common travel | ...

Diversity of cooperation on industrial estates
Possibilities for sustainable cooperation

Examples
Goal

Pleasant LIVE and WORK environment

A SUSTAINABLE BUSINESS ESTATE!

- Policy
- Participation
- Passion

Reduced ENVIRONMENTAL IMPACT and efficient SPACE uptake

Increased PROFIT for businesses due to scale effects
Overview

POM West-Flanders
Sustainable business cooperation
Project experience
Barriers
How to address the barriers
### Projects

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<tr>
<th>Year</th>
<th>Funding</th>
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[www.bedrijventerreinmanagement.eu](http://www.bedrijventerreinmanagement.eu)
### Realised actions

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**DEVELOPMENT**
- Positive image

**PHYSICAL ENVIRONMENT**
- Goal? Clean and safe working environment

**FACILITIES**
- How? Maintenance green areas
- Exterior lightning
- Uniform signalisation

**UTILITIES**
- Sustainable and cost effective resources
- Collective energy purchase
- Exchange of heat
- Exchange rain water

**EMPLOYMENT**
- Motivated employees
- Employee training
- Childcare
- Common travel

**How?**
- Maintenance green areas
- Exterior lightning
- Uniform signalisation
Image building

GOAL: IMPROVING VISIBILITY of business estates in Bruges!

+ HIGHLIGHT JOB OPPORTUNITIES
Three coppled actions:
– 100.000 flyers ‘Werk op eigen terrein?’
  (cooperation with 8 companies)

– Broadcast on local television Focus/WTV
  (3 companies)

– Development of jobsite with free online job database www.bedrijvigbrugge.be/jobs
– Sustainable Santaclaus party
– Employee training for fire response
– Joint job advertisements in local press for recruiting personnel
Compressed air

• Efficiency of compressed air systems is low!
  → Leaks = considerable cost

• Ultrasonic leak detector FREE available at POM WF

• Combination with training sessions
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Realised actions
Flexible common travel system

Harbour Zeebrugge

City centre Bruges
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Clean-up action

www.dekaap.be
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Joint fire extinguishing water bassin for two companies

- efficient uptake of space
- cost savings

300 m³ jointly instead of 2 x 300 m³
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Collective security contracts

Actively running on 5 industrial estates in WF
### Realised actions

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Collective waste management

- Small hazardous waste
- Business parks in 8 communities
- 3-monthly collection by recognized waste contractor
- Low price level because scale effect and shared transport costs
### Realised actions

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Groepsaankoop energie West-Vlaamse bedrijven

7/11/2007

Infosessies in Brugge, Kuurne en Diksmuide

Groepsaankoop energie West-Vlaamse bedrijven

Na het succesvol afzetten van een groepskwartier elektriciteit begon 2007 lanceert de POM West-Vlaanderen in het kader van de projecten rond duurzame bedrijven een nieuw groepsaankoop voor elektriciteit en gas, gekoppeld aan advies rond rationeel energiegebruik.

Wij nodigen u vriendelijk uit op één van de drie gratis infosessies, waar de initiatief toegelicht wordt. Meer weten over de groepsaankoop elektriciteit en gas? Schrijf dan zeker in!

Voor wie?

De infosessies richtten zich naar alle bedrijven in West-Vlaanderen. Een groepsaankoop elektriciteit is interessant voor bedrijven met een jaaraktieschaal van minimaal 85.000 kWh en voor alle bedrijven met een hogeschaal van 1.200 kWh.

Inschrijven?

Inschrijven voor de infosessie kan via de antwoordkaart op de keerzijde, via mail naar POM@pomwestvlaanderen.be of via de website www.pomwestvlaanderen.be/locaties. Inschrijven kan tot 30 oktober.

Meer inlichtingen?

www.bedrijvenmanagementservice.be

POM, POM@pomwestvlaanderen.be of tel. 050 - 40 71 67
Overview

POM West-Flanders
Sustainable business cooperation
Project experience
Barriers
How to address the barriers
Policy barriers

- Flemisch policy is not coherent:
  - Spatial planning, environment and economy are separate strongholds
  - Multidisciplinary approach required
Spatial planning

• Limited free space
  burden for new developments of business parks
• Lack of zoning
  lack of zoning between light/heavy industry and retail
• Sale contracts
  not fitted for parkmanagement
• Inadequate infrastructure
  to allow for joint utility management
Environmental policy

• Policy
  no uniform approach amongst different competent agencies

• Permit system
  not flexible

• Subsidy schemes
  discourage cooperation
Mobility policy

- Collective transport: focus on
  - mobility between communities
  - cheap for elderly, children, and disabled
- Less attention for
  - accessibility of industrial parks
  - getting people to work
  - Pendelfonds: lack of long term perspective
Cultural barrier

- WF = tradition of strong individual entrepreneurship
- SMEs
  - time is money
  - focussed on short term problems
- Intermediate actors
  - lack of cooperation
Practical barrier

• Financial risks
  – High investment costs
  – Financial stability of partners
  – Poor mid and long term guarantees

• Juridical risks
  – Compliance with environmental regulations:
  – Responsibility can not be shared
Overview

POM West-Flanders
Sustainable business cooperation
Project experience
Barriers
How to address the barriers
Lifting the barriers

Policy

Participation

Passion

People

Planet

Profit
Policy

• Develop coherent policy encouraging sustainable business cooperation
  – Subsidy schemes for sustainable cooperation
  – Permit system stimulating cooperation
    • Change of attitude required
  – Zoning on new business estates
  – Structural basis
    • Long term commitment of local, provincial and regional authorities
Participation: Need for networking

- Lack of knowledge on the activities of their neighbours
- Need for social activities and experience exchange
Risk for over exposure to numerous players and actions! turn conflict of interest -> to cooperation!
Participation

- Increase participation of businesses:
  - Address free-riders problem
  - Start with “low hanging fruits”
    - Collective maintenance of green areas
    - Security contracts
    - Collective waste management
    - Joint employee training
  - Use professional marketing techniques
Passion

• Use pioneers as ambassadors
  – be aware of asking too much
  – allow for visibility
  – Influence on the agenda
• Long term commitment of authorities required to secure motivation of parkmanagers
• Collaboration of businesses: top-down versus bottom-up approach
Contact:
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