BALANCING ECO-INDUSTRIAL PARKS

Van Eetvelde, Maes & van Zwam
Ghent University, Department of Civil Engineering, Environmental and Spatial Management

mrb@ugent.be
www.dbt.ugent.be
CORPORATE THINKING

• CSR in decades

  – Kalundborg (<1977>)

  – Brundtland (1987)

  – Elkington (1997)

  – many authors (2007)

    Lowe et al. (1997)

    Van Eetvelde et al. (2007)
ECO-INDUSTRIAL PARKS

- balancing & scanning
  - business parks
  - interfirm clustering
  - eco-industrial parks
ECO-INDUSTRIAL PARKS

- PPP

- economic responsibility
  - long-term value generation
  - corporate governance
  - relation management-stakeholders

- corporate sustainability

- product innovation and exchange
- energy and CO2 efficiency
- waste management

- ecologic responsibility

- human resources standards - (diversity, safety, etc.)
- social sponsoring and society - programs

- social responsibility
ECO-INDUSTRIAL PARKS

- coopetition

**creation and innovation**
- new product/market
- effective organisational structure
- organisational learning
- superior corporate culture
- creative HR practice

**competition**
- timing and positioning
- pre-emption
- direct attack
- flanking attack
- encirclement
- concentration

**cooperation**
- setting foothold
- pooling resources
- sharing complementarity
- learning from partners
- building alliances
- weighing options

**co-opt**
- tacid collusion
- enticing the third party
- lobbying the government
- placating stakeholders
- co-opting customers

**global competitive advantage**
- ownership based
- access based
- proficiency based

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ECO-INDUSTRIAL PARKS

- management

leverage
cost efficiency
organisational efficiency

leverage
cost / organisational efficiency
knowledge interaction
spatial quality

profit

people
planet

obstacles and boundaries

Obstacles and Boundaries

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LESTS CONCEPT

- IFC-EIP
  - legal
  - economic
  - spatial
  - technical
  - social
PILOT SITE: ARDOYEN

- Technology Park
  - biotech
  - UGent

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2007 IFC & PPP PROFILE

Ardoyen
IFC/07

Ardoyen
PPP/07

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PERSPECTIVES

- wish - need - duty
- organic growth
  - collaboration
  - park management
  - clustered sustainable business
- embedded research