



BALANCING ECO-INDUSTRIAL PARKS

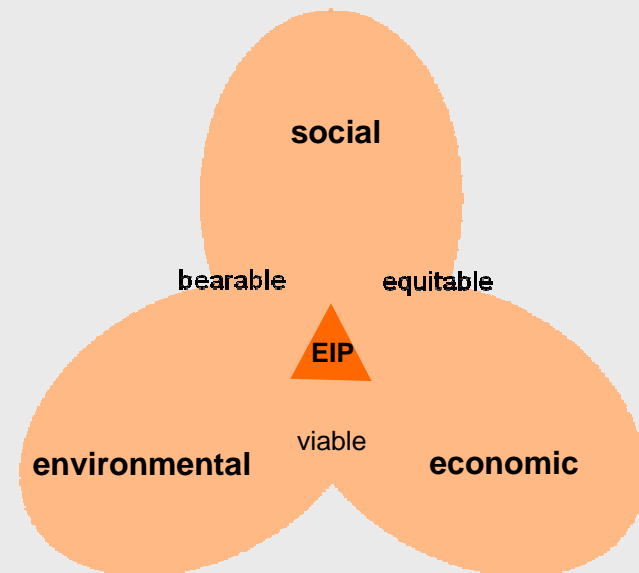
Van Eetvelde, Maes & van Zwam

Ghent University, Department of Civil Engineering,
Environmental and Spatial Management

mrb@ugent.be
www.dbt.ugent.be

CORPORATE THINKING

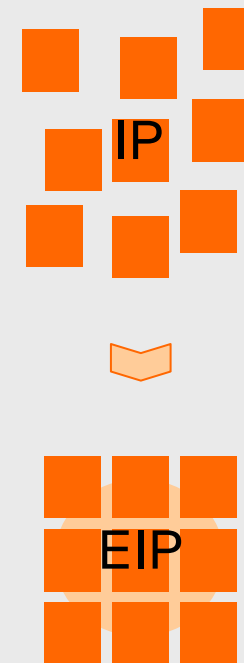
- **CSR in decades**
 - **Kalundborg (<1977>)**
 - **Brundtland (1987)**
 - **Elkington (1997)**
Lowe *et al.* (1997)
 - ***many authors* (2007)**
Van Eetvelde *et al.* (2007)





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

global competitive advantage
 ownership based
 access based
 proficiency based

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

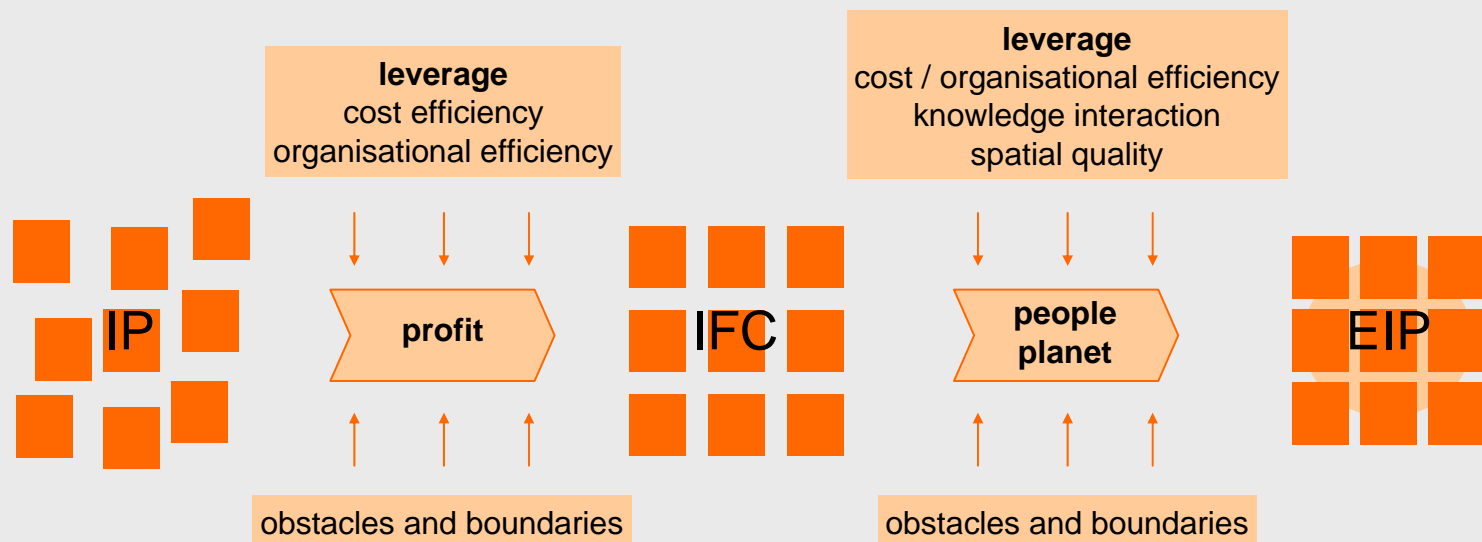
co-option
 tacit collusion
 enticing the third party
 lobbying the government
 placating stakeholders
 co-opting customers

MA (2004)



ECO-INDUSTRIAL PARKS

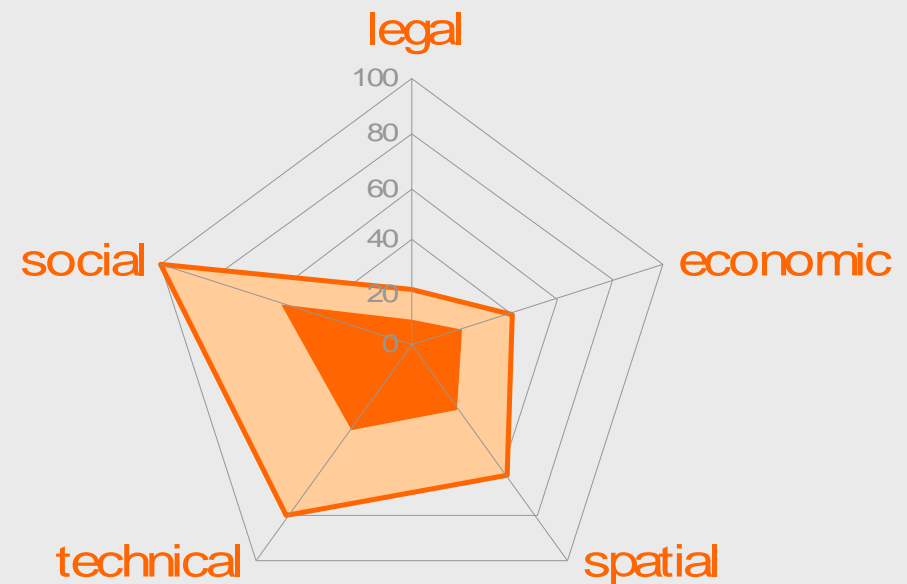
- management



LESTS CONCEPT

- **IFC-EIP**

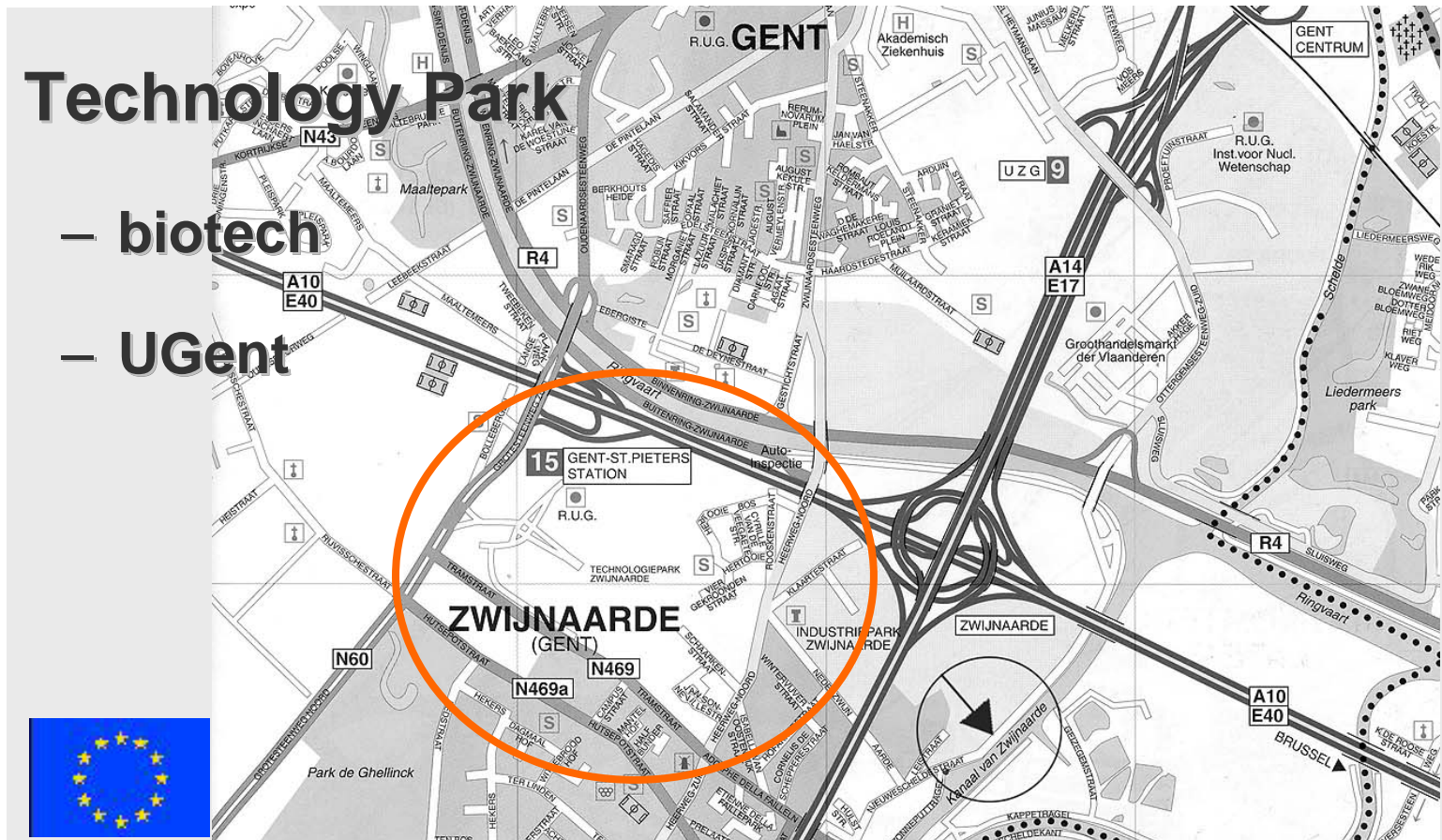
- legal
- economic
- spatial
- technical
- social





PILOT SITE: ARDOYEN

- **Technology Park**
- **biotech**
- **UGent**





TECHNOLOGY PARK GENT

Ardoyen

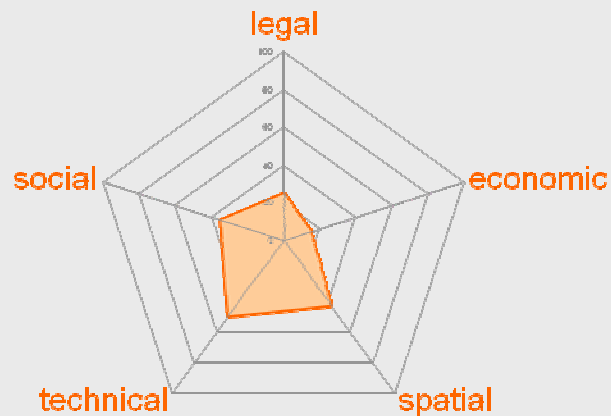




2003 - 2005 IFC PROFILE

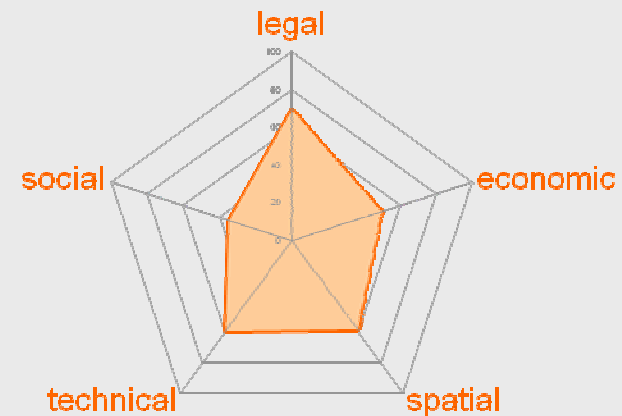
Ardoyen

IFC/03



Ardoyen

IFC/05

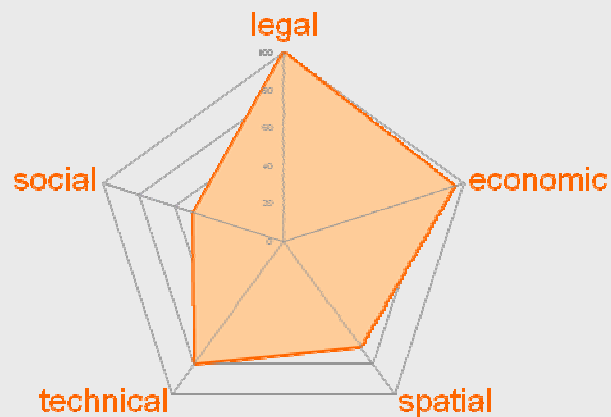




2007 IFC & PPP PROFILE

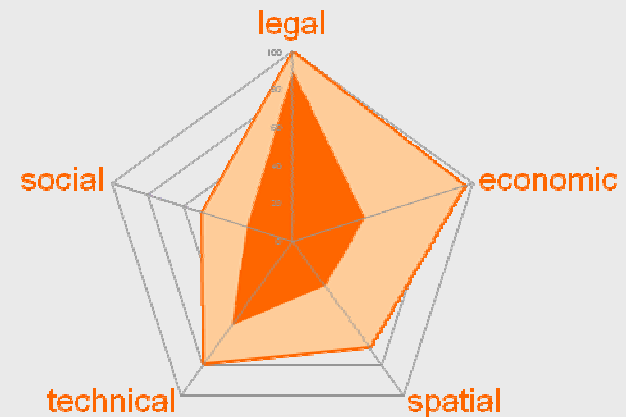
Ardoyen

IFC/07



Ardoyen

PPP/07



PERSPECTIVES

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