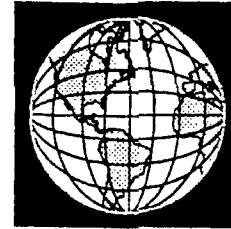


# GREENING OF INDUSTRY NETWORK NEWS



## GROWING AND EVOLVING

Johan Schot, European Network Coordinator and Kurt Fischer, US Network Coordinator

### WHAT DO WE MEAN BY A NETWORK?

This question is difficult to answer. Rather than providing a direct answer or an exact definition, we find it more important to define what makes a network work.

We believe that two things are needed:

- 1) active engagement of network members;
- 2) a means to coordinate efforts.

During the past two years, we have been working on the following vehicles to foster network building and to create space for network members to become active:

- design a series of conferences;
- establishment of a series of publications, including edited volumes based on conference papers and discussions, an international, interdisciplinary Greening of Industry bibliography, and policy-oriented conference summary reports. The summary report of the 1993 conference, *Designing the Sustainable Enterprise*, is being written by Network members Nick Ashford and Ralph Meima;
- an actively involved international advisory board with representatives from business, government, research and public interest groups;
- a communications system among Network members. Until now we have worked with direct mailings and our affiliation with *Business Strategy and the Environment* through this "NoticeBoard". We are currently working on creating a *resource base* - probably electronically accessible - as well as other more interactive means of communication.

### WHY DO WE NEED A NETWORK?

In our vision, all network activities should contribute to the building of a sustainable future. Until now environmental factors have been largely neglected in the project of building our modern society. Environmental factors have been dealt with as side-effects, but they are ingrained in the way society has developed its institutions, its technology and its mental models. Thus, contributing to a sustainable future entails a redirecting of all dynamic forces which are formative to our modern society. Network activities are directed at a specific but crucial cross-section of this complicated and multi-level process. The Network focuses on business behaviour in a broad array of sectors such as agriculture, forestry, various industrial sectors, transport, electricity and others.

Business firms will play a vital role in the transition to a sustainable society. We believe that this process will change firms in a profound way as well. It will influence their identities, roles and relationships with other constituencies. Car manufacturers, for example, will become suppliers of new services such as transport instead of cars. Their

borderlines (boundaries) will be crossed by other groups called partners or stakeholders and in this way break down some of the walls that have been built during the last 200 years. The *mission* of this Network is to contribute to this change process of firms and the way they are embedded in our society through:

- mobilising a network of researchers and coordinating and stimulating the emergence of a new strategic research area on the greening of industry;
- providing a forum and creating a dialogue between this new emerging research community on the one hand, and users of this research in business, labour, government, NGOs, public interest groups, etc., on the other hand.

We consider our mission completed when researchers across disciplines and internationally will be linked and are part of a new high quality knowledge base which is accessible for users within industry, government, NGOs, public interest groups and so on. These groups will have been able to help in shaping a new research agenda and will have been involved in evaluating its results. At the same time new concepts and ideas of researchers have been tested, used and discussed in practice. The two features, notably developing a knowledge base which is connected to and based in fundamental social scientific work - and *simultaneously* is driving by practical and societal considerations characterise precisely what the network is about.

### WHAT WILL BE THE OUTCOME OF ALL THE WORK WHEN IT'S DONE?

We believe that it is not the development of the network that is the final goal, but rather the creation of new concepts and a new language which will make it possible to extend our horizons and communicate across disciplines, nations and sectors such as academia, business, government and public interest groups. In this light, the network can be seen as a special social movement notably a *cognitive actor* developing new knowledge which in the end will become part of routines in our society.

### GREENING OF INDUSTRY NETWORK ACTIVITIES UPDATE

The Network has received considerable recognition recently, resulting especially from the convening of our second international conference in November 1993. And our book *Environmental Strategies for Industry* based on our first conference is drawing attention to our initiative. There are many opportunities for expanding activities and affiliations that go along with this notoriety, and the challenge now is careful setting and selection of priorities.

### CONFERENCE SERIES:

*1993 Conference - Designing the Sustainable Enterprise.* The second international conference of the Greening of Industry Network was held November 14-16, 1993 in Cambridge, Massachusetts. Over 150 participants from around the world participated in our second convening which featured speakers, dialogue workshops and research presentations. Network members Nicholas Ashford (US) and Ralph Meima (Denmark) are co-authoring the conference summary report for release by May 1994.

*1994 Conference - From Greening to Sustaining: Transformational Challenges for the Firm,* Copenhagen, November 13-15, 1994. Planning for the third international conference began with release of the Call for Papers in December, 1993. The focus for the 1994 conference was derived from 1993 conference evaluations and discussions and continues the exploration of critical themes of industry and environment in their societal context. This year Network member Ulrik Jørgensen, Technical University of Denmark, is lead coordinator for the conference.

Jørgensen has organised a working group for conference organisation and the selection of conference papers from the more than 100 proposals received. Working with Schot and Fischer, they will prepare a final conference programme proposal with an overview of paper titles and authors for the Network advisers to review at their Spring meeting at the end of April. Proposal authors will receive final word of acceptance in the beginning of May, and the general conference announcement and invitations will be released then as well.

### NETWORK MISSION AND GOALS

We are in the process of drafting a Network Mission and Goals statement for release Spring 1994. Based on comments and conversations at our second international conference and ongoing discussions with Network advisers and members, we are drawing up a plan to guide the remainder of our ten-year agenda through the rest of the decade. This plan will focus the disciplines and the kinds of industry involved and the geographic scope of Network activities.

### BOOKS

*Environmental Strategies for Industry*, our book based on the Network's first international conference is available from Island Press and Earthscan. Work on the second book, based on the conference papers and discussions at *Designing the Sustainable Enterprise*, is in process with selection of about 12 of the 50 conference papers for inclusion.

*Bibliography Project:* We now have a full staff of editors and authors of 25 Network members working on the bibliography project, an international, interdisciplinary annotated resource guide. A valuable companion to our edited volumes, the book will have ten chapters, each co-authored by one representative from North America and one

from Europe. We are currently discussing contracts with publishers, and we anticipate publication in late 1994.

*Publication series:* Publishers are expressing interest in a Greening of Industry publication series, containing not only collaborative efforts such as the conference volumes and the bibliography, but single author books from Network members. Please contact Kurt Fischer or Johan Schot with your publication ideas.

### NETWORK

*Journal:* Our affiliation with *Business Strategy and the Environment* continues to develop and benefit both the Network and the journal. The Greening of Industry Network "NoticeBoard", which appears in each quarterly issue, keeps readers informed of activities and provides space for Network members to publish brief editorials. If you would like to submit a NoticeBoard editorial for publication in the journal, please contact Jodi Sugerman, Greening of Industry Network, c/o Tufts University. The journal seeks articles for peer reviewed publication from Network members. A journal brochure is available on request.

*Electronic Network:* We have mailed questionnaires to all Network members asking them to provide us with the information we need to formulate the plans for electronic communications. We have started listing publicly available information on the US EPA's Gopher service (Gopher: Futures.wic.epa.gov.us and WAIS: Wais.com.uslepafutures), and we are evaluating options such as list servers. These services will increase the efficiency and ease of long distance communications, help members find others with similar research interests and allow for on-line collaborative research and writing projects.

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