

Business Park Success Factors in Finland: a Case Study

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Abstract—There are several different kinds of business, science and technology parks around the world. These parks differ significantly from each other in ownership and service structures as well as in technological focus areas. Commonly they offer significant help for entrepreneurs and tenants in forming up their own businesses, running them and finding growth possibilities. They also help to create jobs which satisfy public sector authorities and politicians.

Therefore, it is rather surprising that there is not a common success model which would guarantee a successful future for the business park concept and their existence. This is perhaps due to the several reasons including continuing changes in different kinds of business cultures, markets, customers and products features as well as government involvement.

For helping all Business Parks to be able to have successful businesses this paper constructs constructively a theoretical new reality by using research results which have in part been presented before and sees that typically the developed new utilities are sooner or later evaluated. Keeping this in mind, firstly, this paper discusses about the concept of the business and Business Park. The purpose of this discussion is to find a theoretical meaning and background for the nature of business and especially for the business of Business Parks. Secondly, this paper sees it necessary to collect understanding of the purpose of business planning as successful planning has seen to be crucially important for any businesses.

After defining business, Business Parks and factors of successful planning this paper develops a value assessment method which can be used for assessing and evaluating different kinds of business parks and their services from value point of view. Using this ideology a business park which is able to create value for its customers is successful in its business planning and has a solid basis for continuing. On the other hand, if the Business Park is not creating value for its customers, it has not been successful in its business planning either and is therefore probably going to endanger its own existence as well.

Practically this paper presents a case study which illustrates how the proposed value assessment method can be used to find out differences in Business Park services and their value creation. The presented results and proposed method are potentially helping all Business Park owners to be able to use value assessment as one possible tool for successful business planning.

Keywords—Business park, business development, business planning, value assessment

I. INTRODUCTION

DURING the last decades several countries and private investors have used significant amounts of money to build Business Parks. Many new companies have used their services and rent their facilities. However, it does not seem to be clear what kind of Business Parks are the most useful for different kinds of tenants. Some parks have been successful just in renting facilities the other ones have been having a more complete set of services. It has also been told that smaller tenants need different kinds of services from Business Parks than bigger tenants do.

Some tenants have also highlighted that the cooperation between Business Parks owned by different owners is rather small. Several Business Parks see each other as main competitors and do not see that they should offer together better services for their tenants. In many circumstances especially special needs like clean laboratories or testing laboratories might get a better usage percentage if Business Parks would be able to market them more efficiently.

Therefore, it seems obvious that more research should be done in the area planning business at Business Parks. If we adopt the general understanding of planning a business this would mean we should consider making a successful business plan for Business Parks.

Generally, a good business plan acts as a Business action plan, road map and sales tool. Business plan is able to help Business Park owner to get things going, it is able to illustrate the road of business to walk and as well it is able to sell the business to the stakeholders and different kinds of interest groups being interested in of the Business Park in question.

Normally, Business Park investments are big. The bigger they are the more interested in of their profitability the owners are. As in all businesses customers have a key role in the profitability. They either see produced products and services usable and value creating or they do not do so. If customers see products and services value creating for them, it opens possibly up a profitable and value creating business for the Business Park as well.

The problem of this paper is to find out common business park success factors using a value assessment. Therefore, firstly, this paper discusses about the business, Business Park and business planning concepts and theory. Secondly, this paper develops a value assessment method for analyzing the value creation in business parks and thirdly, this paper implements an industrial assessment for a business park for finding value

creating services and amenities.

The theoretical part of this paper is constructive in nature. Constructive research constructs new reality by using research results which have in part been presented before and sees that typically the developed new utilities are sooner or later evaluated. In nature it is interested in trying to answer to the following questions: [2]

- Can we build a certain innovation and how useful it is?
- What kind a certain innovation should be?
- How ought we build a particular innovation?

Typically, constructive research is applied research, but instead of developing “a final product” it sees that it is possible to accept the prototype or even a plan. In comparison to action research it is missing the idea of cyclic development process (identify problem, plan actions, take action, evaluate and specify learning) and bases on non-cyclic development of innovation [2].

The experimental part of this paper is a case study. Typically, a case study is an empirical inquiry that meets the following criteria: [15]

- It investigates a contemporary phenomenon within its real-life context, especially when
- The boundaries between phenomenon and context are not clearly evident.

In this study, presented case bases on experiences collected from one Finnish business park? In addition the experimental part of this study can be considered as case because the inquiry: [15]

- Copes with the technically distinctive situation in which there will be many more variables of interest than data points, and as a result

II. BUSINESS AS A CONCEPT

To be able to plan something successfully means that we are able to define the concept of our planning purpose. Therefore, for developing a business plan it necessary to understand the business as a concept. Reo [13] has stated that: “business is a much broader concept than, for example, engineering or production. It refers to a holistic, process-driven, cross-functional, and multi-disciplinary view of companies. According to this view, all functional areas of a business such as product planning and management, engineering, customer support, and information and knowledge, human resource, marketing, legal, and financial management need to be addressed in a balanced way.”

Product planning needs to be in balance so that we fulfill most of our customers’ expectations. Engineering needs to provide solutions for the production of the products as well as marketing needs to provide ways to sell them. We also need to organize customer support functions so that we can support users using the products. In addition it is not only enough to balance these functions separately but they should be balanced together as well.

Furthermore, we can also see that Reo’s [13] definition includes an idea of process-driven view of running different functions. For business it is important to organize activities so that they can be repeated in a similar way many times for

having better performance. Naturally, process-driven way of running business requires a common understanding of the content of business functionalities.

However, even we would have balanced and processed all our business functions it might not be enough. We should also recognize that the customer is interested mostly in our products, not necessarily in our business functions or in our processes. If the product works and all customer requirements are fulfilled, the customer will be satisfied. Therefore, it seems that as long we can deliver cheaply and quickly in time, needed products to our customers they will continue being happy.

As the customer interests for our products change over time should also the balance of our functions or processes of making them change. In a long run business requires a continuing recognition and definition of new functions and processes. As well it requires a continuing economic and technical balancing of these functions for producing successful economic products. Therefore from business point of view we should have the ability to balance our functions and processes in an “Economical” cheap, cost-effective, inexpensive, low-priced, money saving, reasonable and also value creating point of view [7].

As a conclusion we can see that the concept of business offers several different points of view to us with several research challenges. According to Käkölä [5], business research offers: “Challenges in topics including leadership, managerial, organizational, contractual, and product creation and delivery practices as well as in competitive strategies and knowledge management systems of companies.” Käkölä [5] sees this kind of broad, multidisciplinary view as necessary to understand companies holistically. Without such an understanding it is difficult to suggest relatively detailed but generic solutions for a specific strategy, process, product or service [5]. Therefore for developing a proper business plan clearly requires a reasonable understanding of the nature of business in question.

III. BUSINESS PARKS

The term “Business Park” has many synonyms, such as Commercial Center, Office Park, Technology Park and even Science Park but to most passersby they look like a collection of office buildings of similar architecture arranged in a campus-like setting. These areas are usually outside of a city center, where land costs are cheaper, and are typically zoned by local governments as “commercial office”, “light-industrial” or similar designation. [11]

Ownership of the land and structures in a Business Park varies by country and individual park. In most Western countries, smaller Business Parks, ranging from 1 – 3 buildings, are typically owned by the original developer or a Real Estate Investment firm which leases office space out to business tenants. Larger Business Parks, especially those with large tracts of greenfield land available, may sell off parcels to tenants who then build their own facility as guided by common architectural guidelines. Other developers may obtain permission to develop a plot of land, then build a series of structures to fully occupy the space and then ultimately sell them off to individual owners thus exiting the development

leaving only the name of the Business Park as a common thread amongst the tenants. [11]

Business Parks provide different benefits to various stakeholders in a community. Governments benefit primarily from a planning perspective as they are able to concentrate office buildings in certain areas of a city or town thus controlling sprawl and development. All tenants of a Business Park benefit by sharing “hard-infrastructure” such as roads, parking, electricity, water, sewer, landscaping. Small businesses, which may only require one or two rooms as an office, benefit from locating in a Business Park because of their proximity to other businesses which enables them to present themselves as an established organization without having to lease an entire building. [11]

Business Parks can be divided into Non-Administered Business Parks and Administered Business Parks. A Non-Administered Business Park is, one which is made up of individually-owned buildings within an area zoned for commercial use and identified by the name bestowed by the developer of the Park. Non-Administered Business Parks can be described as having:

- 1) No central management, contact point, website or physical office as a source of information
- 2) No centralized real estate representation (all done on an ad hoc basis by individual tenants)

Alternatively, Administered Business Parks are managed in some way by the owner, developer, government agency such as an economic development department or a professional management company on behalf of an owner. Administered Business Parks can be described as having some form of central management or point of contact. The Park Management normally performs some of the following duties: [11]

- 1) Establish an on-site office to handle common management issues. Off-site offices are typical of management companies or government agencies which might manage several business parks in a town or city.
- 2) Conduct leasing and sales transactions themselves.
- 3) Maintain a website for tenants and visitors.

In most cases, the tasks performed by Administered Parks fall primarily in the range of real estate transactions and leasing. Therefore, normally Administered Business Parks consider adding value and benefit to tenants by increasing their emphasis on “soft-infrastructure” services and amenities such as: [11]

- 1) Daycare facilities for children of tenant workers.
- 2) A small kiosk for basic office supplies.
- 3) A bank of vending machines so individual tenants don't have to supply and maintain them in their own lunch rooms.
- 4) Common seating / picnic areas to encourage mingling of employees from different tenants. This space could also be designated as an emergency gathering point in case of natural calamity.
- 5) Basic sporting facilities for basketball and roller-hockey. This encourages noon-time exercise and further mingling of employees from other tenants.
- 6) Attractive meeting rooms and conference rooms which

could be reserved by tenants.

- 7) Some sort of web-conferencing facility would highlight the concept of shared infrastructure, especially for Business Parks which have a large amount of smaller tenants who many not be able to afford such equipment on their own.
- 8) Coordination of shared private security to patrol the entire business park.
- 9) CCTV central data collection site to collect security camera data throughout the park.
- 10) A website which posts news, events, emergency information and information about the various tenants and logistical information such as the nearest airport or convenient hotels.

IV. BUSINESS PARK BUSINESS PLANNING

There are several definitions and defined contents for a business plan. Most of them seem to see that business plan has three primary functions:

1. To serve as an Action Plan
2. To serve as a Road Map
3. To serve as a Sales Tool

A. Action Plan

A business plan can help to move entrepreneur to action. Entrepreneur may have been thinking for years about starting a business or engaging in some venture, but the process may seem too daunting, too large and too complicated. A business plan will help him to pull apart the pieces of starting a business and examine each piece by itself. So instead of one large problem, he has a sequence of smaller problems. And by solving the small problems, the large problem is automatically solved. So writing a business plan can help to move him to action by breaking down a seemingly insurmountable task (starting a business) into many smaller, less intimidating tasks.

B. Road Map

Once entrepreneur has started his business, a business plan can be an invaluable tool to help keep him on track and moving in the direction he wants to go. In the daily business, it is very easy to lose sight of his objectives and goals -- a business plan can help to keep him focused. A business plan can also serve to help others to understand his vision, including suppliers, customers, employees, friends, and family.

C. Sales Tool

Perhaps most importantly, a business plan can serve as a sales tool. Entrepreneur will probably need outside financing to start his business, and a business plan is the tool you need to convince investors to come on board. Entrepreneur may also want and need concessions from suppliers or customers - a business plan can help him get them. Finally he may need to convince family members, or even yourself, that his ideas will bear fruit. A well-written business plan can serve to sell people close to you on the benefits of proceeding with your concept.

V. VALUE ASSESSMENT METHOD

In Ancient Greece people believed that certain primary or essential principles existed in the environment. According to Shillito & De Marle [14] these indwelling principles gave value to the items they inhabited. Furthermore, Ethics contained "the good", Religion, "the holy", and Aesthetics, "the beautiful." When the indwelling principle was present, the object had value, when it was absent, the object was worthless. Religion was perverted when it lost its holiness. Art was degraded when it lacked beauty.

Even though from a historical point of view the Greeks' idea of spirits dwelling in the rocks, water and other objects around us is old, it still influences our thinking. We quite often see value as dwelling in a product. Engineers and economists quite often think of value as a feature that a product or a feature has. A good example of this thinking is the way in which modern advertising sees these features. If when we fill our car's gas tank we 'put a tiger in our tank', the car's engine will sound like a cat. [7]

However, Shillito & De Marle [14] see value as more than just a property of matter. They consider it to be a force that governs our behavior. In their opinion we need to discard the anthropomorphic concept of value, and examine this force.

Shillito & De Marle [14] say that an analogy between value and gravity will help to describe the force of value. They base their conclusion on Isaac Newton's description of gravity as a physical force that attracts masses to each other. In his famous law of universal gravitation, he stated that the force of gravity is directly proportional to the product of the masses of the bodies and inversely proportional to the square of the distance between them. He found that gravity was independent of the physical or chemical state of the bodies and of the presence of intervening bodies. According to Newton's formula (1):

$$g = \frac{m_1 \cdot m_2}{d^2} \quad (1)$$

where:

g = gravity

m1 = mass of object 1

m2 = mass of second object 2

d = distance between the objects.

Shillito & De Marle [14] see the force of value as analogous to the force of gravity, and define it in the equation (2) as the product of the need for an object (n) times its ability to satisfy this need (a), divided by the cost of the object (c).

$$v = \frac{n \cdot a}{c} \quad (2)$$

where:

v = the value of some object or service

n = the need for the object or service

a = the ability of the object or service to satisfy this need

c = the cost of the object or service.

This equation shows that value is directly proportional to the product of the need for an object or service and the ability of

the object or service to satisfy this need, and inversely proportional to the cost of the object [14].

A. Value-Based Approach

According to Boehm [2], "the value-based approach to software development integrates value considerations into current and emerging software engineering principles and practices, while developing an overall framework in which these techniques compatibly reinforce each other." As Boehm's definition is very general, it is not enough for the purposes of this study. Mostly this is due to the fact that it does not offer support as to where to find the needed concepts, principles and practical methods of economic-driven software engineering to adopt the value-based approach in practice.

Using the framework presented by Koskela & Huovila [4], the value-based approach is understood in this study as a process. The main principle of this process is to eliminate value losses in software development, products, processes and business planning. It uses economic-driven tools, which are based on economic studies including, for example, the areas of cost estimation, cost calculation (for example ABC and life cycle costing) and investment calculation.

The value-based approach prefers calculating costs instead of estimating them, and also considers software development and SPI as investments, on which it is possible to spend too much money. In practice, the value-based approach takes care that the customer requirements are met in the best possible manner, ensuring quality, timeliness and value in products as well as in processes, over their entire life cycle. In particular, the aim of ensuring quality connects it to the other methods aiming for quality improvement.

The value-based approach also indicates a clear dependency between the process and products. It sees that we need to develop and optimize process activities so that processes produce the products needed. Furthermore, it sees that we must analyze products in order to reveal problems in processes and develop processes from the product point of view as well.

This is vitally important, especially for companies respecting customer opinions and aiming to optimize costs in their processes, because the customers are the ones paying for the products and product-related services, and companies have to allocate all costs to products to be able to price them. The happier the customer is, the more worth he sees in buying the products from us. It is also clear that when we know our process and product costs, worth and value, our ability to estimate, budget and control future risks will improve significantly.

Due to the economic-driven nature of the value-based approach, several improvement decisions are made at the management level. Management support is also vital in software process, product improvement and business planning initiatives. Therefore it is surprising that several studies in the area neglect the importance of product value by assuming that it is only achieved by improving processes. It is also just as surprising that many researchers do not examine the value of business planning itself.

Studies are mostly carried out on assessing the value of processes, if they are carried out at all, but the business

planning decision and initiative itself, which in many companies is difficult to make, is not considered from a value point of view at all. To be effective, the value-based approach to successful software engineering and business planning should evaluate processes and products as well as the economic benefits of making business plans.

The final benefit of software business is always measured in the software markets where customers, retailers and manufacturers are. Therefore when planning a software business it is important to understand how software business and markets are working and how different players seem to benefit from them.

Even though there are several definitions in the literature for the value engineering (VE) process, they all have similarities. Generally they state that VE collects and analyzes value-related information, to create new ideas using the analyzed results and to evaluate and further develop them into a meaningful package, with the reduction of costs or the increase of worth and improvement of value as ultimate goals [1, 3, 6, 7].

B. Value Engineering

This paper categorizes Value Engineering (VE) process into three main phases: pre-study (orientation), value study (information, function analysis, creativity, evaluation, development, presentation), and poststudy (monitoring, implementation). These phases are considered appropriate and justified since they constitute independent areas of VE [1, 3, 6, 7].

As well these phases are in line with the VE's general purpose to collect and analyze value-related information, to create new ideas using the analyzed results and to evaluate and further develop them into a meaningful package, with the reduction of costs or the increase of worth and improvement of value as ultimate goals [7, 8].

In the following formula (1), value is a measure – usually in currency, effort or exchange, or on a comparative scale – which reflects the desire to obtain or retain an item, service or ideal. Cost is the price paid or to be paid. It can be divided into elements and, to some extent, functions. Park [12] defines cost as ‘an expenditure of money, time, labor, etc., to obtain a requirement.’ Worth is usually defined as the lowest cost to perform the required function, or the cost of the lowest-cost functional equivalent. The most typical definition for value, is perhaps: (3) [1, 3, 6, 7, 8, 9, 10, 11].

$$\text{Value} = \frac{\text{Worth}}{\text{Cost}} \quad (3)$$

where:

Value = The value of some object, product, service or process.

Worth = The least cost to perform the required function (product, service, or process), or the cost of the least cost functional equivalent. If possible, it can also be the worth in money, what customer sees in product, service or process.

Cost = The life-cycle cost of the object, product, service,

or process (price paid or to be paid).

If we consider worth in the formula rather often used definition for value has been: (4) [1, 3, 6, 7, 8, 9, 10, 11].

$$\text{Value} = \frac{\text{Function} + \text{Quality}}{\text{Cost}} \quad (4)$$

where:

Function = The specific work that a design/item (product, service or process) must perform.

Quality = The owner's or user's needs, desires, and expectations.

Cost = The life cycle cost of the product, service or process.

In the formula (2), Value is the most cost-effective way to reliably accomplish a function that will meet the user's needs, desires, and expectations. Function represents the work that should be done, and Quality represents the needs, desires and expectations for how this should be done. In other words, Function + Quality defines the Worth to the customer of the item in question. If the customer has higher expectations, the Worth is higher to him and if he has lower expectations the Worth is lower. As well as an increase in Quality causing an increase in Worth, increases in Functions have similar effects, because if the customer wants to list more work to be done with the product, the amount of Functions rise, which leads to an increase in Worth as well [7, 8].

This also applies to the business park's service processes. If the specific work that the process must perform increases, there are more functions and, therefore Worth increases. On the other hand, if the business park's desires and needs for processes are at a higher “capability level”, that process is of better quality, worth also increases. The increased functionality is same as increased amount of process practices, which are defining functionality for processes [7, 8, 9].

In general, a product or service is often seen as an output of the use of processes. Therefore, it is possible to claim that it is not enough merely to improve process value; product and service value should be improved as well [7, 8, 9]. This means that value should be examined from both points of view – especially from the product and service point of view, because this viewpoint is interesting to both the customer tenant? and the business park.

In conclusion, it can be seen that value has a close relationship with cost. This is inevitable, because if more functions are expected to be performed with a single process, and expectations do not become lower, the costs of running the process will be higher.

The same logic applies to products and services as well. If it is expected that a process should perform more work, the product and service costs become higher. If the expectations for functions – how the product should perform – become stricter, again costs will rise. [7, 8, 9]

If worth is defined using least cost, the criticism might be made that the calculated value index is therefore closer to cost index than value index. This is perhaps partially true, but always when calculating the value index, the company should

consider customer tenant? interest when defining worth, which does not happen if the company defines the “pure least cost” only from its own point of view. [7]

In both products/services and processes, the value should also be calculated using the same life cycle, the same period of time. For a product/service it is easier to see the life cycle, which means the entire time that the product is defined, designed, manufactured and used by the customer. Product/service worth is calculated over the time the customer is using it and the product costs over the time the vendor has costs due to it. However, if it is not possible to calculate worth using customer opinions, the company should use least cost, defined using customer needs for functionality and needed quality level. [7]

For processes, the concept of life cycle is more complex. What is the life cycle of a process? How long the process is used? Naturally, small updates in a process should not mean that the process is completely new and that the life cycle has changed, but if the tools used in the process have changed and the personnel do not know how to use the new defined process, the life cycle has clearly changed. In practice, the assessed company has to define the life cycle for a process based on these assumptions, so that worth and cost can be defined for a process and value can be calculated. [7]

VI. VALUE ASSESSMENT IN FINLAND: CASE A

A. General Information

Finland has a rather long history on developing Business Parks. Many Finnish Business Parks have been founded next to local universities and other scientific institutions. Local municipalities have used quite often tax payers' money for forming them up but later private investors have been taking a bigger role in many Business Parks.

Some Finnish Business Parks have grown to become international and they have facilities in many European countries. It also seems that several Finnish Business Parks have focused on certain technological areas or they have formed technological campuses for certain technical purposes.

The Business Park A discussed in this paper has over 20 year history. It has grown to be rather big and it has over 200 tenants renting its facilities and using its services. Already from the beginning it has been funded by several local municipalities and private investors. It works next to a local university and other scientific research institutions. The other services near it include gasoline station, kinder garden, shop and post. Area is very well communicated with city center. Public transportation (buses) is available next to it and train is couple kilometers away. With half an hour time it is possible for tenants to use airplane services as well.

B. Pre-Study

The Value assessment was implemented at Business Park A in autumn 2011. Business Park A was willing to know what kind of services give value to itself and its tenants. The assessment was supported and sponsored by the high-level management in Business Park A.

During the pre-study the purpose of value assessment was discussed. At first Business Park A did not know whether its cost accounting would be able to provide the necessary cost data for all services in question. Based on this, one purpose of the assessment was also to help to give information on how to build a cost accounting system for tracking service costs.

In the first meeting, the assessor explained the purpose, content and plan of the value assessment to the personnel who were to be interviewed. The definition value=worth/cost was discussed, and it was seen as extremely important to find out which services gave the best value to the park without neglecting tenant needs. Since there were several tenants for the services in question, it was not possible to include all tenants in the assessment.

Therefore, Park A decided to invite different kinds of tenants representing as well as possible all tenants for the interviews. Major focus on selecting tenants for the interviews was in kept in size of the tenants. This was seen as most important factor because smaller tenants were seen use different kinds of services than bigger ones.

Therefore, it was decided that three small tenants (3-25 employees) and three medium size tenants (26-250 employees) were selected for the assessment. From each tenant three persons were interviewed (owner/director and two employees) for finding out the worth of services. As well as three persons (owner/director and three employees) were selected from the business park to find out the cost of providing services. As cost accounting systems were not able to provide accurate cost information for the value calculation costs and worth were discussed using relative index, where worth index 100 and cost index 100 are divided to all services together to find out their relative worth and cost.

In the first meeting, Park A also gave a comprehensive presentation of the park and its services. Park A's services were seen to represent typically all those services which were given by administered Business Parks. The main problem presented by Park A was that there was no real understanding of all the services and their profitability. In other words, Park A did not comprehensively know which services gave the best value for the tenants. Neither was it sure where the development and maintenance effort should have been focused. The list of assessed services included the following services:

- General office services (furnishings, equipment, reception administration and all-inclusive lease contract)
- Expanded office services - free to tenants (daycare, small kiosk, bank of vending machines, outdoor picnic area, shuttle bus, information website, mobile food catering)
- Expanded office services -- pay-as-you-go (daycare, conference rooms, web conferencing rooms, server co-location room)
- Transportation services (shuttle to public transportation, commuter program, bike-friendly roads, showers, bike parking, electric vehicle hookups)
- Park security services (private security patrol, security cameras, emergency gathering point)

C. Value Study

In value study tenants prioritized services as well as gave worth to them. Small tenants prioritized services and saw worth as follows:

- 1) General office services (relative worth 30)
- 2) Expanded office – pay- as-you-go services (relative worth 25)
- 3) Park security services (relative worth 18)
- 4) Expanded office - free to tenants (relative worth 17)
- 5) Transportation services (relative worth 10)

Medium size tenants saw worth in a different way. They prioritized services and saw worth as follows:

- 1) Expanded office-pay-as-you-go services (relative worth 24)
- 2) Park security services (relative worth 22)
- 3) Expanded office - free to tenants (relative worth 22)
- 4) Transportation services (relative worth 18)
- 5) General office services (relative worth 14)

After the value analysis prioritizations and worth were discussed small tenants saw that as they do not have many administrative personnel they need these services more from the Business Park. Small tenants also saw that their employees are perhaps traveling more to see their clients than employees of medium size companies which are also visited by their clients which might explain the differences in worth of transportation services.

Medium size tenants shared the opinions of small tenants. They also highlighted that as they have more valuable assets and larger facilities in the park they need more security services. Business Park A interviewees explained the general costs of producing services in question. In their opinion the cost index for services were as follows:

- 1) General office services (relative cost 30)
- 2) Expanded office - free to tenants (relative cost 28)
- 3) Expanded office – pay-as-you-go services (relative cost 20)
- 4) Park security services (relative cost 12)
- 5) Transportation services (relative cost 10)

After calculating worth and cost value indexes were calculated. Due to the different opinions of worth value was different to small and medium size tenants. Calculated value indexes for small tenants were as follows:

- 1) General office services (value index 1,00)
- 2) Expanded office - free to tenants (value index 0,61)
- 3) Expanded office – pay-as-you-go services (value index 1,25)
- 4) Park security services (value index 1,5)
- 5) Transportation services (value index 1,0)

Calculated value indexes for medium size tenants were as follows:

- 1) Expanded office-pay to go services (value index 1,20)
- 2) Park security services (value index 1,83)
- 3) Expanded office-free to tenants (value index 0,79)
- 4) Transportation services (value index 1,80)

- 5) General office services (value index 0,47)

Some of results were surprising to the tenants and Business Park A. Firstly, free office services were not giving value to any of the tenants (value index <1). They were quite expensive to produce and tenants saw that they are not giving enough benefit for them. Secondly, medium size tenants saw that the value of general office services is really low.

This challenges business parks as small tenants see these services as a necessity and business parks seem to benefit from them as well. Expanded pay-as-you-go services, security services and transportation services seem to benefit both small and medium size tenants.

During the creativity phase, tenants gave ideas on how to improve the value of Business Park A's services. Firstly, both saw that web-conferencing facilities would be a good idea for saving travel costs. Small tenants especially saw that they do not necessarily have money to provide these services themselves and when given by the Business Park these services would help them a lot. Medium size tenants saw that these services are useful for them as well and they do not necessarily have enough this kind of meeting rooms in their own facilities. Secondly all tenants saw that business parks should be built so that services needed by small tenants would be located in or near buildings where they work as well as services needed by medium size tenants would be located close to them.

In the evaluation phase these ideas were evaluated. Business park representatives saw that they can implement both ideas into practice now when they know which services are giving value and to whom.

D. Post Study

Top level management of Business Park A implemented the proposed value improvement ideas into action. They also promised to better analyze their service structures and fees so that they would re-price their services to reasonable level for all tenants

After the assessment tenants and Business Park A participated to the general discussion of the assessment. Tenants saw that results were respecting their opinions. They also saw that there should be more similar kind of assessments or meetings between them and the Business Park. In their opinion it was extremely important that all Business Parks are interested in of creating value to their customers. In their opinion Value assessment seemed to offer a practical and efficient tool for this discussion.

Representatives of the Business Park A welcomed the proposal of having value discussion more regularly. They saw that if Business Park's business model bases on administered model where the idea is to give value to the customers this is even more important. They continued that in the case of non-administered Business Parks where the amount of services is clearly smaller these discussions could be kept on annual basis.

Both tenants and Business Park A saw that it is very important that the premises of the Business Parks can be changed if needed. This was due to the reason that small businesses grow bigger and sometimes also bigger businesses form smaller business units with a need for smaller premises.

Therefore if premises are not easy to change according to the needs are tenants often in big trouble.

Finally, both tenants and Business Park A also shared the idea of need for international cooperation. In their opinion it would be extremely good if Business Parks would network better with each other around the world. This way they could offer better support for the international growth of tenants. Without the international cooperation Business Parks were not seen to be able to offer good and quick enough services to the tenants as building new premises was always considered to be extremely slow process.

Several tenants also highlighted that they would like to have better information from their Business Park from the abilities what other Business Parks were offering. In practice these needs included needs regarding to the special facilities like "clean laboratories" what were not offered by the Business Park A in question. Therefore, a more open cooperation between Business Parks might open up new business possibilities for all Business Parks.

VII. CONCLUSION

During the last decades several Business Parks have been formed around the world. Several of them have been put up using tax payers money but rather regularly also private investor have been participating to the first phases of building Business Parks. As Business Park investments are big and their effect to the local economy is significant this paper saw that it is necessary to open a discussion on the value creation of the Business Parks.

Therefore, the problem of this paper was to find out common business park success factors using a value assessment. Therefore, firstly, this paper discussed about the business and business park concepts. This discussion was seen important as the nature of business forms up a basis for all the activities in every Business Park. The nature of business effects also to the business planning which to be effective should offer profitable means for running the business.

This paper saw that Business Parks differ from each other in many ways. Therefore it was seen necessary to give a classification on how Business Parks can be classified. For this purpose a classification of non-administered and administered Business Park was developed. A Non-Administered Business Park is, one which is made up of individually-owned buildings within an area zoned for commercial use and identified by the name bestowed by the developer of the Park. They can be described as having:

- 1) No central management, contact point, website or physical office as a source of information
- 2) No centralized real estate representation (all done on an ad hoc basis by individual tenants)

Alternatively, Administered Business Parks were seen to be managed in some way by the owner, developer, government agency or a professional management company on behalf of an owner. Administered Business Parks were described to have some form of a central management or point of contact. In addition they were seen to perform some of the following duties:

- 1) Establish an on-site office to handle common management issues.
- 2) Conduct leasing and sales transactions themselves.
- 3) Maintain a website for tenants and visitors.

After discussing about the business, Business Parks and business planning, this paper developed a value assessment method for analyzing the value creation in business parks. The main purpose of this method was seen to eliminate value losses in services, processes, products and business planning. Developed method uses economic-driven tools, which are based on economic studies including, for example, the areas of cost estimation, cost calculation (for example ABC and life cycle costing) and investment calculation.

The value-based value assessment method prefers calculating costs instead of estimating them, and also considers service, product and business process development as investments, on which it is possible to spend too much money. In practice, the developed method takes care that the customer requirements are met in the best possible manner, ensuring quality, timeliness and value in services, products as well as in processes, over their entire life cycle.

Practical case study shows that developed value assessment method is usable for finding out which services create the most value to different kinds of Business Parks and their tenants. As well it shows that the size of tenant is an important factor when designing business park services. This is due to the reason that bigger tenants seem to require different kind of services than smaller ones.

Some of the case study results were surprising to the tenants and Business Park A. Firstly, free office services were not giving value to any of the tenants (value index < 1). They were quite expensive to produce and tenants saw that they are not giving enough benefit for them. Secondly, medium size tenants saw that the value of general office services is really low. This was seen to challenge business parks as small tenants saw these services as a necessity and business parks saw that they were benefiting from them as well. Expanded pay-as-you-go services, security services and transportation services were considered to be easier to produce as all tenants saw them useful.

The theoretical part of this paper was constructive in nature. Therefore the purpose of this paper was to construct new reality by using research results which had in part been presented before and which are typically going to be evaluated comprehensively sooner or later. According to this constructive nature this paper was able to create an innovation for assessing value in Business Parks. It was also able to discuss about the usefulness of the created innovation.

The experimental part of this paper was a case study. Proposed case study seemed to work rather well as it was able to:

- Investigate the value creation in Business Park services, especially when
- The boundaries between value creation and offered services did not seem to be evident even to the Business Park in question.

However, this paper has also some weaknesses. Maybe the

biggest weakness is related to the limited amount of assessed Business Parks. If there would have been more cases a deeper analysis of the value creation in Business Parks would have been possible. On the other hand as Business Parks operate in many different kinds of areas too common understanding might not be usable for a certain Business Park in question. Therefore clearly more research is needed in the area of value creation in Business Parks. Hopefully, this paper is able to open up a discussion of developing better services for the Business Park tenants around the world.

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