

The strategy of the co-op based on its identity

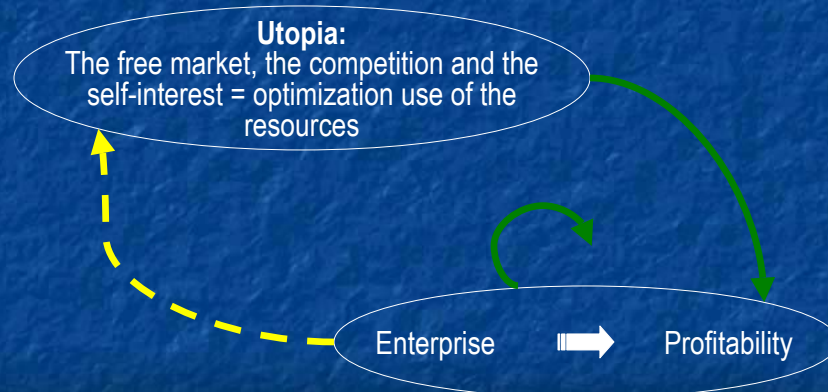
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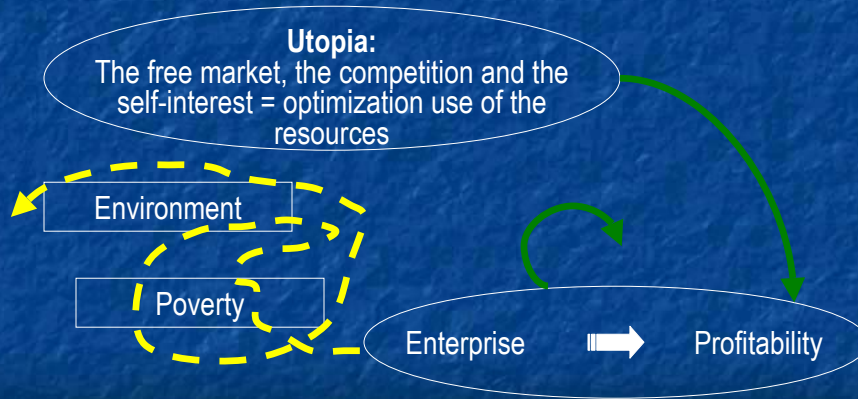
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1a- Management: as a tool of development



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1b- The co-operative identity

- ✓ The identity is in the values which translate the cooperative principles and materializes in a business.
- ✓ What we keep in mind
 - The financial capital is not:
 - ✓ in the center of the development,
 - ✓ in the center of the decisions,
 - ✓ in the center of the distribution.
 - The member manages collectively and democratically his cooperative.

Question ?

- ✓ Why people are members of your co-operative?
- ✓ Name 2 or 3 good management practices which are in link with this or these reasons.

Problematic

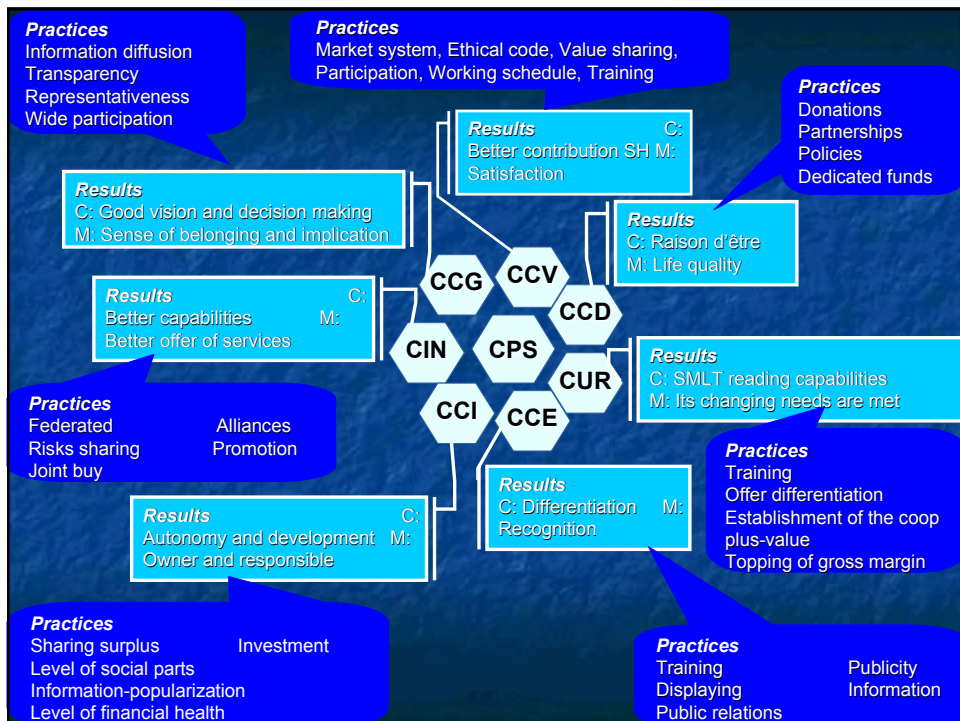
- ✓ **No model of formulation of strategy from the cooperative identity.**
- ✓ **Case study methodology.**
- ✓ **Strategy formulation** (Analysis, decision making, implementation-evaluation)
 - ✓ **Analysis**
 - ✓ Consumers co-op (out door equipment), Canada
 - ✓ Workers co-op (forestry), Quebec
 - ✓ Workers co-op (clothing), Quebec
 - ✓ Producers co-op (agriculture), Quebec
 - ✓ Consumers co-op (loans and saving), Mexico
 - ✓ 20 case studies from international co-operation projects between co-ops (agriculture, financial, etc.) Canada-Latin-America, Africa, Asia
 - ✓ **Formulation**
 - ✓ Consumers co-op (home care services), Quebec

Co-op challenges model (CCM)

4 concepts:

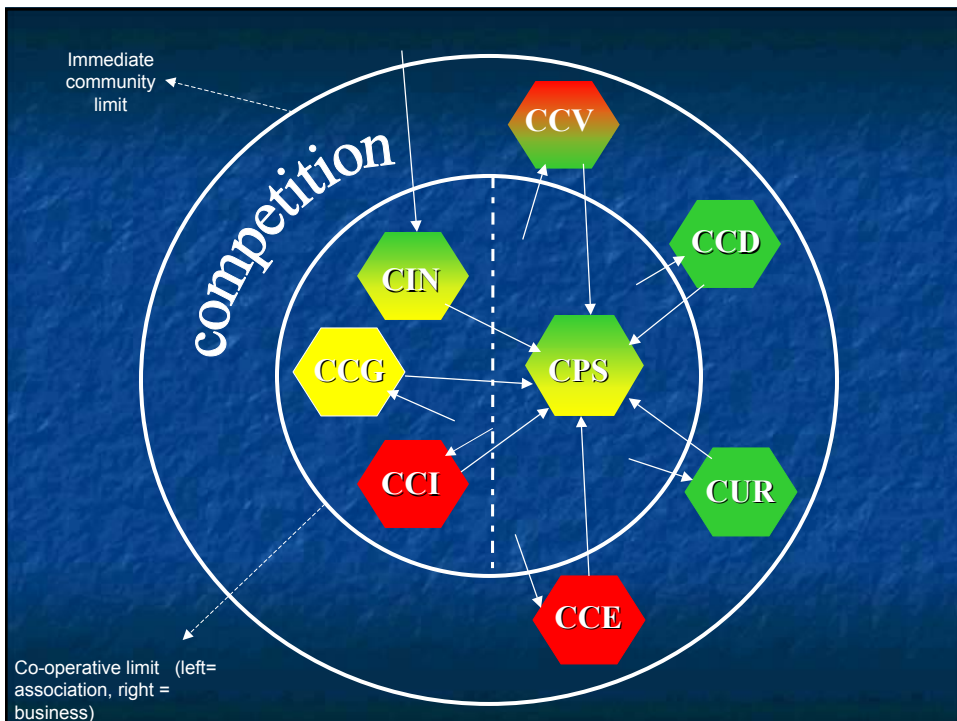
- ✓ **Management practices** (good, best)
 - ✓ Many possibilities
- ✓ **Strategic results** for the co-op and for the members
 - ✓ More and more prescriptive.
- ✓ **Challenges** summarize the cooperative identity
 - ✓ Challenge of co-op governance (CCG)
 - ✓ Challenge of intercooperation (CIN)
 - ✓ Challenge of capitalization and investment (CCI)
 - ✓ Challenge of co-op values (CCV)
 - ✓ Challenge of community development (CCD)
 - ✓ Challenge of user relation (CUR)
 - ✓ Challenge of co-op education (CCE)
- ✓ **Elements of the environment**, elements that belong to the co-op and which condition partially, the competitive reality.

} Challenge of the product/ service



Question ?

- ✓ From the past figure, classify the good practices in link with one or several challenges and estimate the results on the cooperative and on the members.



Question ?

- ✓ Make the diagnostic of the importance of the co-operative identity in the success of your co-operative.

Discussion

- ✓ Do you think that that the cooperative identity is source of winning strategies?
- ✓ What are the best practices?
- ✓ What is the utility of a model as that of the cooperative challenges?