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**Wafa Affaghrou**, Doctorante, ERMOSET, Université Ibn Zohr  
**Said Ahrouch**, Enseignant chercheur, ERMOSET, Université Ibn Zohr

### **La contribution de la dynamique de la coopération inter-organisationnelle au développement des entreprises de l'économie sociale et solidaire : cas du groupement d'intérêt économique TARGANINE**

La coopération inter-organisationnelle est devenue un enjeu majeur pour le développement des organisations. Les relations inter-organisationnelles réussissent énormément dans le terme de la coopération, surtout lorsqu'on parle des entreprises de l'économie sociale et solidaire. C'est dans ce sens que nous assistons, aujourd'hui, au développement de multiples formes de coopération à travers la création des groupements, des unions, des réseaux et des fédérations. L'objectif de cet article est d'analyser la contribution de la coopération inter-organisationnelle aux dynamiques de développement économique et social des entreprises de l'Économie Sociale et Solidaire (ESS). Nous procédons pour notre analyse selon l'approche dialectique comme elle a été adoptée par Dameron (2002 ; 2004). La vérification empirique se fera à travers l'étude des relations inter-organisationnelles du Groupement d'Intérêt Économique Targanine, en se basant sur une approche qualitative menée via des entretiens semi-directifs réalisés auprès de la présidente du GIE TARGANINE et les dirigeantes des coopératives membres du groupement.

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**Azad Ahmed**, Manager Center for Entrepreneurial Development

### **University Based Entrepreneurial Ecosystems**

The focus of this workshop is to discuss the university based entrepreneurial ecosystems and highlight the best practices and programs. It encompasses the relevance of the curriculum, pedagogy, portfolio of entrepreneurship related programs, and different models of incubation and acceleration support. Entrepreneurial ecosystem and more specifically, university based entrepreneurial ecosystem is an emerging field in scholarly research as well as in practicality to transform the traditional universities into entrepreneurial universities. The content will compare and contrast different entrepreneurial ecosystems of developed countries as well as developing countries. Moreover, it will also highlight the pros and cons of the causation theory of entrepreneurship vs effectuation theory of entrepreneurship. The applications of these theories will also be discussed. Consequently, the recommendations will address the gaps for policy makers to intervene and transform the traditional universities into entrepreneurial universities.

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**Hannah Altman**, Research Masters Student, Queensland University of Technology  
**Morris Altman**, Professor and Dean, University of Newcastle  
**Louise Lamontagne**, Independent researcher

### **Economies of Scale Amongst Coffee Co-operatives in Papua New Guinea**

An apparent weakness of the co-operative organization form is that too often co-operatives are too small to take advantage of economies of scale and scope afforded to the larger firms, dominated by the investor-owned organizational forms. Hence, co-operatives cannot be economically efficient relative to the larger investor-owned firms. We argue that one of the advantages of co-operatives is that it can overcome this apparent scale disadvantage by aggregating across small and medium-sized co-operatives (horizontal integration). This would generate appropriate economics of scale (and scope), whilst maintaining the independence of the smaller and medium sized enterprises who would otherwise not be competitive. Empirically smallholder farms have been able to survive and even prosper as co-operatives. Plantations, owned by private investors, do not appear to be an economic imperative. Using a sample of coffee producer co-operatives in Papua New Guinea, we investigate the extent to which the size of the co-operatives impacts on productivity. This sample is drawn from the Eastern Region State of PNG through the National Research Institute of PNG. We find that although size is important, there are diminishing returns to scale after a threshold point. Getting bigger and bigger has its limits in terms of immediate productivity benefits. Although getting even larger might be economically beneficial in terms of vertical integration, this challenge can also be overcome through the co-operative organizational form. A key finding of this empirical study is that co-operatives can overcome the challenge of economies of scale. Plantations are not the only solution. And co-operatives allow for a more equitable resolution to the economies of scale challenge.

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**Morris Altman**, Professor and Dean, University of Newcastle

### **Social Innovation: Is there a Co-operative Advantage?**

Derived from a model of co-operative organization, I argue that there is a co-operative advantage in the creation and provision of social goods and services. But much depends on who owns the co-operative. The co-operative must have an ownership stake by those for whom the social goods and services are being produced. Here there is an incentive to be more effective, efficient, equitable, and sustainable in the production and provision of these social goods and services. The co-operative advantage rests with the incentives for the co-operative to create and structure goods and services that directly meets members' needs. Overall, the social co-operative as social innovator can increase the level of material and social wellbeing of society at large to a greater extent than the investor owned firm or government provider given that the appropriate governance structure is in place.

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**Eklou R. Amendah**, PhD, Professor, Southern New Hampshire University

**Christina A. Clamp**, PhD, Professor, Southern New Hampshire University

**Carol Coren**, Cornerstone Ventures LLC

### **An Empirical Investigation of Shared Services in the Business Sector: The Case of Healthcare, Flooring, Heating and Ventilation and Utility Cooperatives**

The shared economy model has received considerable attention from economists and social scientists (Fine, 1980; Botsman & Rogers, 2010). The concept is not just a sudden and short-lived practice that emerged from economic recessions. The shared economy approach has been the foundation of cooperatives activities since its inception. The objective of this study is to demonstrate the influence of shared services on cooperatives supply and management activities. The specific purpose of the study is twofold. First, it examines the role that internal structure and business environmental factors play in cooperatives decision to implement the shared services model. Second, it examines the process and outcomes of this implementation. The shared services model creates benefits to members because of their participatory engagement as equals. Members subscribe to receive goods and services that would otherwise be difficult to obtain on their own (Crooks, Spatz & Warman, 1997). Many cooperatives experience internal challenges (administrative and operation challenges) and external pressure (competition and regulations) that hinder their development. The implementation of the shared services model helps address some of these issues. It was investigated in the following cooperatives: Cooperative Development Services, Johnstone Supply, National Information Solution Cooperative, Carpet One and New Seattle Massage. These cooperatives have organized themselves to offer education, training, negotiation services, and market data analysis services that have helped members achieve efficient services, consistent growth and retention. The authors conducted in-depth interviews with cooperative members in various sector of activities including flooring, healthcare, heating and cooling and billing services. Content analysis is used to sort, group and organize the data. The results suggest that the implementation of the shared service model has enabled cooperatives to present affordable robust response to challenges of the marketplace.

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**Thaciane Aranda Sutecas**, M.Sc., Paraná Federal University

**Gustavo Abib**, Dr., Paraná Federal University

**Tomas Sparano Martins**, Dr., Paraná Federal University

### **The relationship between Corporate Governance and Strategic Alignment in Credit Coops**

This research proposes to analyze the relationship between the governance level and the strategic alignment (between business and information) in the Brazilian credit coops. We conduct a quantitative survey, using statistical analyzes like correlation coefficient, regression and others. The results indicate a strong positive correlation between the governance index and strategic alignment, and maturity, as well, except for the communication criterion with a moderate correlation. The governance index explains approximatively 42% of the strategic alignment between IT and business, showing a high positive effect. The adoption of governance practices affects strategic alignment, especially on IT governance and skills criteria, with an explanation of 44.25% and 37.83%, respectively. This study brings a new implication to governance, as it confirms the positive relationship with the level of strategic alignment, already proven its importance in other studies. It is a practical result of governance usefulness. It was possible to understand beyond the importance of the strategic alignment, to identify how and what activities to perform, to obtain a better level of alignment, a difficulty still found among cooperatives and researchers, mainly due to the constant change in the business environment.

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**Kendall Ashcroft**, University of Winnipeg  
**Simon Berge**, University of Winnipeg

### **Technological Platforms as a Means to Increase Engagement in the Co-operative Sector**

This paper presents an assessment how social media platforms, organizational websites, and an intranet for employees can be used to enhance engagement within a co-operative. Through a literature review and analysis of secondary data sources this paper concludes that the potential for added value for co-operative membership can outweigh the costs associated in implementing web-based platforms for communication. In addition, using platforms that allow for different views to be voiced, will provide a better grasp for existing communication problems and ways to fix those problems (Simmons, 2015).

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**Marie-Claude Beaudin**, PhD Student, Université de Sherbrooke

*Panel: Market, justice, and the cooperative as a political institution?*

### **An Organizational Culture of Trust : the Case of Co-operative**

An international study demonstrated in 2016 that co-operatives enjoy high levels of trust from populations. Co-operatives are organizations whose goals and values are different. They value democracy and responsibility and place their members within their decisions, before benefits. They are created to respond to their members' needs and are controlled by them. Because of those characteristics co-operatives can generate trust in their partners and shareholders, as our prior study has shown. In fact, some antecedents of organizational trust are intrinsically involved in a co-operative's culture. It is therefore possible to consider co-operatives as a type of organization that naturally generates trust. By placing their goals and values in organizational artefacts, they can create a strong organizational culture of trust. This presentation will review the literature, present a model that argues this hypothesis and propose an empirical test.

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**Pascal Billard**, Président de SOL-AIR Consultants et de CoopZone

### **Travailler avec un développeur de coopératives pour renforcer les connaissances et la création de coopératives dans votre communauté**

Des millions de personnes dans le monde sont membres d'une coopérative, mais parmi ceux-ci combien en connaissent vraiment le fonctionnement ? Et combien seraient en mesure de créer une coopérative ? Cette conférence vous présentera l'importance de faire affaire avec des développeurs de coopératives pour l'implantation, l'expansion ou la gestion d'une coopérative. Un développeur de coopératives est un spécialiste qui s'engage à fournir des services compétents et éthiques dans les domaines du développement coopératif et de la consultation en gestion. Il s'efforce d'offrir des services professionnels à ses clients et de respecter des normes professionnelles aussi élevées que possible dans le cadre de son activité de développement coopératif et de consultant en gestion. Un développeur de coopératives maîtrise bien toutes les phases de constitution d'une nouvelle coopérative et est en mesure de donner une formation appropriée et adaptée aux dirigeants et aux nouveaux membres. Il est souvent amené à vulgariser le modèle coopératif auprès de toute une variété de clientèle. Il peut également apporter sa contribution à des activités de recherche en collaboration avec des universités.

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**Valérie Billaudeau**, Maître de Conférences en Information et Communication, ESO Université d'Angers  
**Patrice Moysan**, Président, Scop Sadel

### **Se transformer et préparer la relève : le double défi de la SADEL, coopérative de consommateurs devenue coopérative de production**

En France, l'ensemble des coopératives emploie 12% de la population en activité (Borrits&Singer, 2017, p.47). Parmi elles, la SADEL est une coopérative de consommateurs créée en 1950 spécialisée dans la librairie et la papeterie scolaire. Au fil des années, la SADEL n'a cessé de croître avec un double objectif : développer l'école publique en soutenant les instituteurs et favoriser l'égalité des chances. La SADEL devient le leader français de la distribution de livres scolaires et s'implante sur l'ensemble du territoire français avec ses 141 salariés. Lors de l'assemblée générale de 2018 les salariés s'engagent dans leur entreprise à hauteur de 62% du capital transformant la SADEL en Société coopérative et participative (Scop). Comment la décision de ce changement a-t-elle été prise ? Pourquoi cette transformation a-t-elle été planifiée ? A partir de l'analyse des documents, l'observation des organes de décisions et 50 interviews, nous proposons d'analyser

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la façon dont les dirigeants, le conseil d'administration et les salariés ont préparé ce changement. Car il s'agit aussi d'une double transmission : l'héritage de l'histoire de la SADEL et celui de deux dirigeants qui passent le relais. A partir de la théorie de l'enracinement (Huntzinger, Moysan-Louazel, 1999), nous soulignerons l'importance du binôme Président/Directeur avec une répartition des rôles dans une volonté de stratégie de renforcement de la démocratie et d'assurer la pérennité du projet économique de la SADEL.

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**Thomas Boisvert St-Arnaud**, Candidat au doctorat à l'Université de Sherbrooke

### **Limites et potentiel de l'entrepreneuriat collectif: retour sur expérience**

Les organisations évoluent au cœur d'environnements complexes et volatils où des chocs fréquents et imprévisibles peuvent les mettre en péril. L'urgence et la complexité de ces défis obligent une réponse collective. L'entrepreneuriat coopératif représente donc une avenue prometteuse à explorer. Toutefois, les approches de gestion et la littérature identifient mal les défis que rencontrent les projets coopératifs émergents tels que les coopératives, ce qui freine l'amélioration du modèle et son déploiement. En outre, les acteurs misent sur la distinction coopérative sans que cela se reflète clairement dans les pratiques de gestion. Plus encore, certains projets entrepreneuriaux conventionnels semblent incarner davantage cette distinction collective dans leurs pratiques innovantes et coopératives. L'objectif de l'article est d'identifier certaines problématiques propres au démarrage d'entreprises coopératives et de mettre en lumière des filons de recherche porteurs pour la pratique. Une approche autoethnographique permet d'explorer deux projets entrepreneuriaux et d'identifier des enjeux transversaux qui se manifestent sous forme de tensions. Ces tensions semblent prendre racine dans la contradiction entre les différents paradigmes et objectifs des parties prenantes. Des pistes de réflexion sont suggérées à l'intention des groupes promoteurs et des acteurs les accompagnant.

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**Senta Breuning**, PhD candidate

**Nicola Gindele**, Dr.

**Reiner Doluschitz**

### **The Social Values of Cooperatives**

In a rapidly changing world in which megatrends such as individualization, globalization and digitalization have an impact on framework conditions, values convey a sense of orientation, security and stability. With the help of a steadfast and solid bedrock of values, companies as well as societies, can likewise face the challenges. This study covers German society and provides insight into its values and its attitude towards cooperatives. It focuses on the special features of age structures. Against this backdrop three key issues are analyzed. Which values shape German society (socValue)? Which values are attributed to the business form of the cooperative (coopValue)? To what extent are there convergences and divergences between the socValue and coopValue? The sample consisted of 1,008 respondents. A semantic differential was used to depict convergences and deviations in values. Freedom constituted the biggest difference between the socValues and coopValues in terms of gender and age structure.

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**Hélène Brown**, Co-manager, Percolab

### **The Perils and Creative Pleasures of Self-Management in Cooperative Organizations**

Self-management has been an ideal of worker cooperatives since the movement began. It is where psyche, emotions, and individual idiosyncrasies, confront the constraints and structures of organizations, including financial pressures, reporting requirements, and group dynamics. Self-management suggests a place where ideals can chafe against difficult realities. While there is great joy in being liberated from hierarchical organizations, shifting the burden of authority to individuals can also bring up challenges of the self, which that many experience. These include feelings of isolation, guilt, and procrastination. In other words, one's inner boss can be more difficult than the outer boss. This bilingual (French/English) workshop focuses on self-management in the context of Percolab, an international network of enterprises in co-creation, innovation and system thinking that helps organizations tackle their complex challenges and innovate their ways of working internally and with their ecosystem. Since its founding in 2007 in Montreal (Canada), Percolab has become an international network of self-managed businesses in France, Belgium and Spain. The Montreal office is an employee owned cooperative. Based on experiences in Percolab, this participatory workshop engages participants in exploring the creative, collective challenges of self-management. How do we make fertile ground for supportive organizational structures that spur liberation while at the same time developing the necessary practices for transforming feelings of guilt, procrastination and the challenges of self-management into generative organizations?

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**Guilherme José Cabral Gonçalves**, Researcher, National Service of Cooperatives' Learning (SESCOOP)

### **Human Development Management: How to Get Aid to Develop Brazilian Cooperatives through Vocational Training and Employees' and Associates' Social Deployment**

Cooperatives are organizations whose biggest challenge is achieving the balance between economic and social issues. In both cases, the most influential actors are the people, either employed or associated with the cooperatives. To manage and monitor those actions, a computational tool called "Gestão do Desenvolvimento Humano (GDH)" was created. It allows physical and budgetary control of human development solutions. This study objective is to understand the systemic functioning of this tool and to reveal what are the contributions to the development of Brazilian cooperatives of employees and associates training. Qualitative research and participant observation were the methodology. In conclusion, professional training is a crucial factor to develop cooperatives, both in the economic and social fields. Besides, it was possible to notice that the action plan and its management are important steps in the process, once they lead to assertiveness and they affect the results.

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**Julien Cadot**, Associate Collegiate Professor, AAEC at Virginia Tech & ISG Paris

**Arnaud Feral**, Assistant Professor, ISG Paris

### **Financing Cooperatives in Asymmetric Information**

We rely on the principal agent theory to consider information asymmetry between banks and cooperatives. In our setting, we explicit the utility related to the disposal of internal fund to manage the payment to cooperative members, as well as the discounting factor of cooperatives. The information asymmetry concerns the probability of success (or reciprocally the likelihood of default). Our model includes investment tangibility and prospects of value creation We show that the bank can deal with information asymmetry by reducing the interest rate of riskiest cooperatives to reduce the incentive to mimic the safest ones. These latter pay a higher than optimal interest rates but benefit from a lower required amount of internal funds to finance investment, providing them with a slack to manage the payment to cooperative members, which is an important lever to gain their commitment in cooperative projects.

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**Sean Campbell**, University of Waterloo

### **Legal Form as a Determinant of ESG Outcomes in Direct Offering Retail-Level Impact Investments: A comparative analysis of co-operative, not-for-profit, and private corporations in Ontario**

Direct offerings to retail-level impact investors are used by co-operative, not-for-profit, and private corporations in order to raise sufficient capital to complement or replace traditional finance, and as a tool for engaging core stakeholder groups. Each of the three legal forms provide a unique institutional environment that shapes the strategy of a given organization. This paper studies whether the institutional pressures associated with each of the three legal forms are a determinant of the environment, social, and governance outcomes generated. An ESG approach finds that institutional pressures shape the outcomes generated by each legal form. Comparing governing legislation alone is not enough to describe the observed differences. The effect of shared values, expectations, and knowledge is observed. Market pressures are evident in strong sectoral differences that exist between organizations of the same legal form.

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**Sean Campbell**, University of Waterloo

**Aleksandra Szaflarska**, Wilfrid Laurier University

### **Management Challenges for Purpose-driven Co-operatives - The Case of Union: Sustainable Development Co-operative**

Innovative purpose-driven co-operatives face unique market, legislative, and regulatory barriers not encountered by private enterprise or traditional-form co-operatives. This paper chronicles the early-stage development of a community real estate co-operative (Union: Sustainable Development Co-operative in Ontario, Canada) to exemplify the nature of these challenges and to illustrate managerial pathways towards effective solutions. Union was successful in fulfilling a community need through ongoing adaptive responses to work within and between existing legislation in areas where traditional experts (e.g. legal, accounting) lack familiarity. These responses included changes to the business model (lending to investing), primary activity (impact investing to real estate), investment type (residential to commercial), and articles of incorporation (share restrictions, bylaws, etc.). We find that start-up challenges facing co-operatives can be overcome by developing in-depth knowledge of relevant legislation, creative and principled problem-solving, and partnerships with key stakeholders to amass required expertise.

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**Frank Cetera**, Advanced Certified Senior Business Advisor, Onondaga Small Business Development Center

### **Employee-Ownership Integration at County Level Economic Development in the United States**

With the passage of the federal Main Street Employee Ownership Act (MSEOA), the United States Small Business Administration (SBA) technical assistance providers will be mandated with including employee-ownership (both Employee Stock Ownership Plans [ESOPs] and worker cooperatives) education and training within their strategic and operational plans. The MSEOA is a landmark upgrade for the recognition and implementation of employee-ownership practices in the United States and was precipitated by the looming crisis of the coming retirement of the Baby Boomer generation, which holds over 50% of small business assets. With fewer and fewer businesses being passed down to family members, and fewer and fewer options for selling to a company that will maintain the businesses operations rather than liquidating it, owners are left with two options - liquidate it themselves, or find a ready and willing buyer to maintain the sustainability of the business. There are many interested stakeholders in the most latter of those choices, including the employees who stand to become owners and asset holders, the current owners-sellers who stand to recoup a fair price for the sale while maintaining the legacy of the work they put into the business, and the municipality the business is located within to maintain the related jobs and tax income it represents. As of the time of the writing of this intervention, the SBA has not yet codified within their Standard Operating Procedure (SOP) how this law is to be translated into action within the Small Business Development Center (SBDC) network. The SBDC network is one of several SBA technical assistance providers, and the one for which I work as a full-time Advanced Certified Senior Business Advisor, with a certified specialty area of employee-ownership. There are a few other Advisors such as myself who have taken the initiative to develop workshops, training, and outreach for employee-ownership over many years before the MSEOA was even a twinkle in the eye of the federal government. The main localized federated municipal entity in the United States is the County, which varies across the country from 31 km<sup>2</sup> to 51,947 km<sup>2</sup> land area and includes multiple smaller scale municipal entities such as towns, villages, and cities. And it is often the main municipal entity through which some sort of localized economic development and planning is consolidated for neighboring municipalities. This intervention details the work of bringing the employee-ownership model to the county scale through co-op friendly policies and public institutions, with presentation and communication with the Workforce Investment Board Executive Director, Women's Enterprise Development Center Counselor and Executive Director of the Economic Development Chamber of Commerce for Dutchess County, New York (In the Mid-Hudson River Valley); as well as associated attempts to facilitate a similar intervention in Onondaga County, New York, home of the City of Syracuse.

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**Xavier Chenu**, Consultant, Accolades

**Matthieu Piegay**, conseiller en développement collectif, Niska

**Maia Poulin**, Conseillère en développement collectif, Niska

### **Innovation managériale**

Nous proposons d'explorer collectivement les différentes approches managériales qui sont, pour nous, alignées avec les valeurs de la coopération. Du management participatif en passant par les pratiques d'autogestion, nous proposerons d'approfondir comment une coopérative peut devenir une organisation apprenante de façon simple et réaliste. Pour cela, nous mettrons à contribution l'expertise des consultants de nos deux coopératives sur le sujet lors de l'atelier : recrutement participatif, gestion par cercle, décision par consentements, désaccord fécond, etc. Le déroulement proposé est le suivant : (1) Un bref exposé des deux organisations sur comment elles en sont venues à intégrer des stratégies managériales innovantes, les impacts observés sur les équipes de travail et l'appartenance des membres à leur coopérative; (2) Une discussion ouverte autour de la valorisation du potentiel humain comme levier vers plus de performance organisationnelle et professionnelle; (3) Une mise en lumière des défis et des obstacles à lever pour stimuler le courage managérial.

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**Jonathan Chidebere Egesi**, IMO State Polytechnic, Umuagwo-Ohaji

### **Sustainable Development and Co-operative Entrepreneurship in Nigeria**

There appears to be a Unanimous agreement amongst experts and the by population in Nigeria, that sustainable development is a variable and a policy goal that in most dependant on an out – stretched entrepreneurship for its achievements and endurance. This out- stretched entrepreneurship or entrepreneurial effort then are also agreed, must be one that involves the lower class or low-income earners (including unemployed workforce). To do this, the economy must move away from the traditional entrepreneurship models of the corporation, big or private firms to that of the cooperative society model to include those at the lower rings of the economic order. And this is where co-operative entrepreneurship emerged. The key assumption is that a co-operative entrepreneurship that brings together the majority of people together in co-operative ventures for the purposes of economic production will be the engine that will drive

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Nigeria to reach their sustainable development goals, thereby interesting unending prosperity in the country. There is also the belief or proposition that for co-operative entrepreneurship to be able to drive the efforts toward sustainable development successfully, it most rest on the tropical stand of collaboration between the cooperative societies, government and non-governmental organizations (NGOs). The government and the NGOs, both local and foreign should provide the template, fund and logistics and other variables to balance the efforts co-operative societies. Therefore, the task before this paper was to discuss the practical or empirical relationship between co-operative entrepreneurship and sustainable development in emerging economy as religions. The paper investigated that existence and extent of the collaboration between the emergent co-operative entrepreneurs, the government and the NGOs. Have the government and the NGOs been able to consciously bail the cat? Have the cooperative entrepreneurs initialized effectively the intellectual, technical know-how, funding and other logistic being provided them? Have they managed those successfully to achieve to goal of sustainable development? What are the challenges and the pitfalls? What are the ways out? These are the questions the papers attempted to provide answers to. To achieve this, the paper adopted, primary and secondary data collection techniques like oral interviews or social surveys, questionnaires, and relevant literature and studies in the subject under review.

### **The imperativeness of co-operative ethics and values in entrepreneurship in Nigeria**

There is virtually no organization or individually owned firm that can see the light of the day if not for good ethics and values. Ethics basically seem to be the streamlined principles guiding the conduct of affairs while values are the virtues that individuals, families or organizations hold in high esteem or regard. That said, researchers have shown that above half out one hundred organizations in this 21st century have failed and have been docked or recked due to violation of the organizational ethics where they exist and not setting up ethics at all in organizations. The resultant effect has been absolute failure, in fact failure of the highest order. This singular act prompted this study. Various data collection techniques were used to garner detailed data for analyses, and they included the use of newspapers, journals, questionnaires, periodicals to mention a few. Different theories were examined, and one was adopted as the theoretical standpoint of the study. The work concluded with scholars enjoining organizations to ensure that ethical principles are highly appreciated and also embark positive values and virtues that will see for their attaining higher standards.

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**Sumi Cho**, Research member at CoopY Co-operative, Doctoral student, Sungkonghoe University

**Jean Roxas**, Manager, Business Development/Micro-insurance Advisor – Asia, CDF

**Seungkwon Jang**, Professor, Sungkonghoe University

### **Credit Unions' Women Leadership Development for Co-operative International Cooperation: The Case of Women's Mentorship Program of Co-operative Development Foundation (CDF) of Canada**

Women's inclusion of co-operatives has been highlighted for sustainable development. However, women leaders of co-operatives are still underexplored or considered as incidental effect of women participation. This research sheds light on the women co-operative leadership development with mentorship program encouraging women leaders to involve co-operative management. The aims of research are to review research papers of women leadership development, to analyze the effect of the Women Mentorship Program (WMP) of Co-operative Development Foundation of Canada (CDF Canada) and to generate knowledge and lessons learned for co-operative in the world. WMP is an annual program of CDF Canada that 239 women from 21 countries have participated since 2002. Female managers of Credit Unions in developing countries take classroom training courses in Ottawa, Canada for 2 weeks and mentorship for 10 days in placement of Canadian credit unions across the country. They stayed in homes of Canadian credit union leaders, most of them are women. This paper reviews the literatures on women leadership development and conducts case study to investigate women leadership program. We analyse, firstly, the previous program evaluation reports of CDF to illustrate the program's intention and outputs; secondly, the responses of participants in developing countries and Canada through a questionnaire survey to identify effect of mentorship program on women's leadership. The key findings are three-fold. First, WMP impacted women leadership development of Credit Unions from developing countries and Canada through their participation in the program. The WMP participants improved their professional skills as managers of credit unions, and as change agents in their communities and countries. Second, Women managers from developing countries learned adequate attitudes, relevant skills and leading-edge knowledge from 2 weeks training classes and improved these through interaction with women managers in Canada and experiences a ten-day actual exposure in credit unions across Canada. The learning results include from very specific skills as financial products development and promotions to broaden the knowledge of co-operative movement on developing countries and Canada. Third, Women managers of Credit Union in Canada were able to have better understanding about international development of Canada co-operatives to encourage cooperation among co-operatives.

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**Bob Cohen**, Business advisor, Braintree Business Development Center

### **Cooperatives and Entrepreneurship: Compatible or Not?**

I have spent most of my adult life working with cooperative businesses and noncooperative businesses...or teaching people about cooperative businesses or noncooperative businesses. Rarely have the two streams converged. Several years ago, my experience with the Ohio Employee Ownership Center at Kent State University gave me an opportunity to help startup cooperatives in much the same way that I had been helping other entrepreneurs. More recently my involvement with the "Food and Agriculture as a Systems Intervention in Rust Belt Small Communities" initiative, has again given me the opportunity to assist startup food entrepreneurs within a cooperative model. As my title indicates, I would like to be able to discuss the role that entrepreneurship plays in cooperative development and the possibilities of cooperation within entrepreneurship. This might best be carried out as part of a larger panel discussion.

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**Cheryl Collette**, Étudiante, UQAM - ESG

**Martine Vézina**, Professeur coach, HEC

**François Hastir**

### **Concours de cas de gestion multidisciplinaire et interuniversitaire sur les coopératives**

Durant le parcours académique universitaire du premier cycle en gestion, peu de cours abordent le modèle coopératif. Pourtant, au Québec, les coopératives représentent 3 300 entreprises et plus de 100 000 emplois. Plusieurs finissants en gestion seront donc amenés à gérer ou interagir avec ce type d'entreprises, et ce, sans saisir les particularités. D'autre part, la difficulté de créer et d'ajouter des cours au programme universitaire augmente le défi de faire connaître le modèle. Dans ce contexte, quel moyen utiliser pour initier les étudiants à la gestion d'une entreprise coopérative ? En 2017, diverses universités québécoises se sont regroupées pour mettre en place un concours de cas de gestion multidisciplinaire sur les coopératives. Le panel présentera l'initiative des deux éditions et fera intervenir les panélistes à propos de leur expérience, respectivement à titre de coach, de participante et de membre du jury. Les discussions avec la salle enrichiront les échanges.

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**Daniel Côté**, Honorary professor, HEC Montreal, Adjunct professor, St-Mary's university

### **Engaging the Members in the Context of a New Cooperative Paradigm (NCP): A Key Success Factor to Address Market Transformation**

Member participation is a major issue in most cooperatives. In previous research (Côté, 2001, 2018), I refer to an «identity crisis» when cooperatives lose their capacity to differentiate themselves on the basis of their distinct characteristics. At the core of this problem, there is a serious issue with member participation. It is therefore of the greatest importance to address this question in the context of cooperative management. I am approaching the question of member participation in the context of a new cooperative paradigm (NCP) that I have been developing in the last 20 years (Côté, 2001, 2005, 2007, 2009, 2018). This NCP aims at revisiting the cooperative foundation (values and principles) while exploring the emerging strategies to face competition when traditional business models (and strategies) have reached their limits (Ramaswamy & Prahalad, 2004). In this NCP, I demonstrate the unique advantages cooperatives have in embracing emerging strategies such as congruence of values (human resources), psychological ownership (marketing), loyalty (management) and co-creation of value (strategy). A key antecedent of all these emerging strategies is customer engagement. In recent years, we observe an explosion of publication looking at customer engagement which has become a core priority for all organizations. It is of great interest to explore this rich literature and revisit the issue of member engagement in the 21st century. In this paper, I will address the definition of engagement, its core dimensions (cognitive, affective, behavioral), the benefits needed to enhance engagement (cognitive, social, personal, hedonic), the drivers of engagement (firms led, customer led), the structure needed to support member engagement, etc. I will put these findings in the context of a cooperative managerial framework (Côté, 2003, 2008, 2018). This paper aims at offering a modern solution to help solve a fundamental problem most cooperatives face, i.e. the lack of participation on the part of the members. Solving this problem is of the utmost importance since engagement is rapidly becoming a key success factor to successfully pursue the emerging strategies.

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**Peter Davis**, University of Leicester

### **Unity is more Important than Democracy. Towards a Principle of Co-operative Professional Leadership**

The presentation sets out the context for when leadership may be understood as professional. citing the co-operative organisation as an example of this context in practice. The presentation claims co-operatives are currently

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underperforming in terms of their own identity statement and the vision that has always inspired a sense of social movement rather than simply being an alternative business model. The presentation challenges the current models of managing co-operatives both professional hierarchical and membership-based collectives that currently exist. The author utilizes the framework of the Weberian ideal type to define what a co-operative professional leader should be and discusses why such an ideal typology is an essential guide for senior executive development, recruitment and selection for co-operatives. The presentation rejects Max Weber's models emphasis on the justification and legitimization of authority and also addresses Foucault's concerns with hierarchy and with culture in the latter's formulation of the 'axis of subjectification'. The author seeks to defend the concept of co-operative professional leadership from challenges that such a concept undermines democracy in co-operatives. The author concludes that now more than ever managerialism and sectarianism must be rejected in favor of implementing the principle of co-operation between co-operatives.

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**Francis Declerk**, Associate Professor, ESSEC Business School

**Julien Cadot**, Professor, Virginia Tech & ISG Paris, Professor

**Michael L. Cook**, Robert D. Partridge Endowed Professor, University of Missouri at Columbia

### **The Futures of Federations of Co-operatives: when Threat of Exit & Asset Specificity Concur**

The objective is to explain the future of co-op federations by the role of 2 governance mechanisms: exit costs facing each federation member co-op and opportunism risk by member co-ops. Empirical evidences show that closely held firms, including co-op federations, are prone to tackle governance issues such as agency problems, excessive risk aversion, influence costs or short-termism (Cook, 1995). The governance advantage of closely held firms comes from the threat of exit that stakeholders, owners in case of corporations and member co-ops in case of co-op federation, can exert on the whole set of owners (Admati & Pfleiderer, 2009). Exist costs appear when a member co-op is too small for market access or for achieving economies of scale in order to invest in plants, R&D and brand. Asset specificity may imply risk of opportunism for member co-ops to capture value at the expense of others (Williamson, 2010). Hypotheses: exit costs and opportunism risk interact: (i) When exit costs and opportunism risk are both low, motivations for acting together are low, leading to federation dislocation (case 1: dislocation) (ii) When exit costs are low and opportunism risk is high, the mix of conflicts over assets and weak commitment in the federation governance require subordination to a more effective authority, e.g. via a defensive merger (case 2: subordination) (iii) When exit costs are high and opportunism risk due to asset allocation is high, member co-ops merge to form a centralized cooperative (case 3: centralization) (iv) When exit costs are high and opportunism risk is low, federation is stable (case 4: federation). 8 case studies of major federations in France are used. The approach confirms the set of hypotheses to understand better the future of co-op federations facing governance issues.

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**Mitch Diamantopoulos**, Associate professor, School of Journalism, University of Regina.; and Centre Scholar, Centre for the Study of Co-operatives, University of Saskatchewan

### **Of broken business models, co-operative innovations and the digital age: An opening for journalism's democratic reconstruction?**

This paper examines the corporate news model's existential crisis; widespread market failure to provide plentiful, high quality journalism; and states' reluctance to intervene. It argues this represents a strategic opportunity to scale up the emerging sector of media cooperatives; but that philanthropic initiatives sponsored by the wealthy are pre-empting these democratizing, member-based alternatives. This interdisciplinary study uses critical media and co-operative development theory and case studies to assess claims that cooperatives don't work in the news sector. It situates the growing pains of this emerging sector relative to the historic struggles of worker and consumer cooperation; and successful contemporary examples such as The New Internationalist, Alternatives Économiques, Die Tageszeitung, and Co-op News. Media cooperatives' resilience in a presently distressed industry demonstrate that they are feasible alternatives to the investor-owned firm's broken business model; that they can help structure more independent and sustainable alternatives to the philanthropy-driven, not-for-profit news sector; and that they can expand the scope for democratic development. Democratic pessimism about sector prospects thus reflects economically reductionist assumptions; and is contradicted by movement history and contemporary innovations.

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**Dènik Dorval**, Agent de développement économique, Conseil de la coopération de l'Ontario

**Caroline Joly**, Chercheure et agente principale - Chargée des opérations, Conseil de la coopération de l'Ontario

### **En tant que jeunes, comment pouvons-nous encourager la future génération de coopératrices et de coopérateurs?**

Dans cet atelier interactif, les participants et participantes seront amené.e.s à réfléchir aux actions à adopter afin d'intéresser la jeunesse à l'entrepreneuriat coopératif. Des échanges en groupe seront animés afin de favoriser le partage de connaissances et la mise en œuvre d'une stratégie pour former et inclure la future génération de coopératrices et de coopérateurs !

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**Dènik Dorval**, Agent de développement économique, Conseil de la coopération de l'Ontario

**Jean-François Parent**, Agent de développement économique, Conseil de la coopération de l'Ontario

### **Affirmer sa minorité par la coopération: Analyse des projets coopératifs des communautés francophones de l'Ontario**

Historiquement parlant, les communautés linguistiques en situation minoritaire au Canada ont été très intimement liées au développement de nouvelles formes innovantes d'entrepreneuriat et de reprises collectives du développement économique communautaire. Question d'effervescence, de conservation des acquis économiques et sociaux, et même parfois de préservation de la vitalité linguistique d'une région donnée, ou même tout simplement de survie, plusieurs communautés se sont tournées vers le modèle coopératif. Ceci est d'autant plus vrai des communautés francophones en Ontario, qui ont adopté le modèle coopératif dès ses balbutiements dans la seconde moitié du XIXe siècle. De nos jours, le modèle coopératif est en essor, face aux excès engendrés par le modèle néo-capitaliste. De plus en plus, il nous est possible de constater des exemples de réussites dans nos communautés. À travers une grille d'analyse pluridisciplinaire, superposant les lunettes historiques, démographiques, sociologiques et économiques, cet atelier vise à démontrer que le modèle coopératif permet l'affirmation et l'émancipation des communautés linguistiques en situation minoritaire. Le cas des francophones en Ontario sera ici présenté, avec de multiples exemples passés et récents pour appuyer notre cas. À l'heure où la province traverse une crise linguistique sans précédent depuis les vingt dernières années, il est plus que jamais essentiel de prendre du recul et regarder les données d'ensemble. Partant de l'hypothèse que le modèle coopératif est un modèle de développement économique soutenable pouvant appuyer et renforcer les dynamiques internes d'un groupe ou d'une communauté linguistique en situation minoritaire, cette conférence est destinée aux actrices et acteurs sur le terrain, aux promoteurs de projets coopératifs, aux investisseurs et à tous ceux qui s'interrogent sur le rôle vital que joue ce modèle d'affaires particulier.

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**Fiona Duguid**, CEARC, Saint-Mary's University

**George Karaphillis**, Dean, Shannon Business School, Cape Breton University

### **Economic Impact of Co-operatives in Canada (2015)**

This economic impact analysis will provide a snapshot in time (2015) of the co-operative sector operating in all provinces and territories in Canada. This analysis will first provide total counts of co-operatives, employees, members, revenue, and assets for the co-operative sector in Canada, as well as for non-financial and financial co-operatives sectors. Second, this impact analysis considers the direct, indirect and induced impacts of co-operatives and credit unions across Canada. This analysis demonstrates the contribution of the co-operative sector in Canada, in terms of jobs, taxes paid and contribution to gross domestic product (GDP). The input-output economic model and Statistics Canada provincial multiplier tables used in the analysis to determine economic impact. The input-output method was used in this study because it is the most commonly used model for measuring economic impact and was appropriate due to the varied nature of the co-operative sector in Canada. Although the input-output method has certain limitations, i.e. it is static and measures impact at a single point in time and it does not recognize the finite nature of resources; it does allow for findings to be comparable to other studies (Uzea and Duguid, 2017). This analysis was conducted in 2019, using the most recent data (2015) provided by Innovation, Science and Economic Development Canada and the credit union and insurance sectors. Previous, economic impact study (Karaphillis, Lake, Duguid, 2017), conducted using 2010 data, will allow for trend analysis based on the two years of study. In terms of the literature, we see that the impact of co-operatives and social enterprises is often left unrecognized by predominant economic theory (Borzaga, Depedri, & Tortia, 2011). The practitioner-based literature suggests that co-operatives, "tend to operate with little fanfare and are often unrecognized by the financial press..." (Lotti, Mensing, & Valenti, 2006). International co-operative organizations also recognize the lack of knowledge and awareness about the co-op sector in common discourse around the world (World Co-operative Monitor, 2011). The lack of awareness of the economic significance of this sector can be partially explained by the lack of economic

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impact studies on co-operatives that have been conducted. This research helps to grow the body of research on economic impact of co-operatives in Canada.

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**Fiona Duguid**, CEARC, Saint-Mary's University

**Daphne Rixon**, Associate Professor, Saint Mary's University

### **Impact Based on the Co-operative Principles: Data from Co-operative Performance Indicators (CPI)**

Over the past three years, a pilot project has been underway to conceptualize, design, and implement a system of collection, measurement and reporting for co-operatives using the co-operative principles as the guide for measuring impact. In this presentation, we will report on the first findings from the information co-operatives have inputted into the online collection tool (CPI). This research has been conducted using a participatory action research methodology whereby the participants in the pilot project are co-designers and co-researchers in the research. The intention of developing CPI is to create a 'for co-op, by co-op' reporting tool that can be updated annually and used by all co-operatives. The findings of the overall project as well as the data inputted by the co-operatives have relevance for benchmarking, forecasting, reporting and strategic planning purposes for the individual co-operatives. The information collected regarding the co-operative principles will provide a standardized dataset for individual co-operatives to report on annually and then provide trend analysis once more years are inputted. Additionally, the importance of aggregated data to understand industries, types, or regions of the co-operative sector is a potential once there is a critical number of co-operatives participating.

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**Hyungsik Eum**, Strategy and statistics coordinator, International Cooperative Alliance

**Chirar Carini**, Researcher, European Research Institute on Cooperative and Social Enterprise (EURICSE)

**Marie J. Bouchard**, Professor, Université du Québec à Montréal

### **Classification of Cooperatives: Between National Relevancy and International Comparability**

When preparing to produce new guidelines concerning statistics on cooperatives (ICLS 2018, ILO 2017), one of the important observations was that there is no standard typology of cooperatives used across the world. Since there is no common, consistent and harmonized classification of cooperatives, international aggregation and comparison become difficult. In order to have a global picture of the role of cooperatives at a global scale, there is a need for a common framework for classification that will help producers and users of statistics combine and compare data that have been collected for different populations, at different periods, and by different data collection methods. The objective of this work is to describe the process of producing a common classification framework of cooperatives. The objective of combining and comparing statistics on cooperatives globally indicates the need for a conceptual framework that will consider both the actual practices in classifying cooperatives in various countries, and a conceptual framework for comparing those among themselves. The starting point of this work is the reflection initiated in the "Analytical framework of cooperatives' classification" proposed in the Conceptual Framework on Measurement of Cooperatives and its Operationalization (ILO 2017: 35-38). This work namely analyzed existing typologies of cooperatives considering various conceptual criteria. This framework served to analyze the typologies of cooperatives that are currently used for statistical purposes in eleven countries (Eum 2016; Carini *et al.* 2017). A total of 202 types of cooperatives were identified. The analysis of these typologies was carried out based mainly on the official descriptions provided, either as meta-data on statistics or as defined in legislation. When possible, authors' knowledge was also mobilized. The three-step analysis led to the adoption of the 'members' interest' as the criterion for constructing a typology. This choice resulted in the definition of four groupings of types of cooperatives (producer, worker, consumer and multi-stakeholder cooperative), which was included in the Guidelines concerning statistics on cooperatives adopted at the 20th International Conference of Labour Statisticians in October 2018. The analysis also highlights some factors and issues that could affect the applicability of the typology.

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**Giulianna Fardini**, Analyst, SESCOOP

**Susan Miyashita Vilela**, Manager, SESCOOP

**Karla Tadeu Duarte de Oliveira**, Manager, SESCOOP

### **Diagnosis of Governance of Brazilian Cooperatives**

The National Service of Cooperative Learning (SESCOOP) is the entity of the Organization of Brazilian Cooperatives (OCB) system for professional training to cooperative members and employees in Brazil. In order to improve the performance of directors and executives, the SESCOOP started in 2013 an assessment of the governance processes adopted by Brazilian cooperatives. This study aims to present the results of the diagnosis conducted between 2013 and 2017 and

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highlight the critical aspects of governance in terms of compliance, relationship with cooperative members, and issues related to the cooperative principles and values. Two questionnaires were used: one focused on the legal aspects of governance according to the Brazilian legislation; and one focused on governance processes, according to the reference model, based on the universal principles of good governance and cooperative principles. The samples were distinct, since the first questionnaire was answered by a contracted professional based on a documental analysis; and the second questionnaire was voluntarily answered by the cooperatives, using own software. The first assessment was considered for legal aspects, while the last assessment was considered for managerial processes, since some cooperatives were evaluated more than once from 2013 to 2017. The samples were comprised of 1,772 and 1,427 cooperatives, respectively, from all segments of the cooperative system in Brazil and covering 92.5% of the Brazilian states. This study concluded, with considerable confidence, that the scenario reflects the reality of governance of Brazilian cooperatives.

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**Rebecca Fisher-McGinty**, Co-operator, Round Sky Solutions, MMCCU Student, Saint Mary's University

### **An Analysis of the Trends in Co-operatives and “Teal” Organizations**

This paper explored, drew connections, and pieced out differences between two (Teal and Co-operative) of the many collaborative management and non-hierarchical movements and trends across the globe that Round Sky Solutions Cooperative has targeted, served, and stumbled upon. Though these two movements are siloed, I found many connections between the Teal movement and Co-operative movement. After conceptual research on the two movements, I found they have a lot of shared common issues and generally seem to approach the world in different ways in which they could learn from each other. I concluded that worker co-operatives can be Teal organizations, but Teal organizations are not necessarily able to be classified as co-operatives. Teal organizations, inspired by Fredrick LaLoux’s book “Reinventing Organizations” are mainly driven by democratic management under three “breakthroughs” whereas co-operatives are driven by the co-operative principles and values to serve its members.

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**Rebecca Fisher-McGinty**, Co-operator, Round Sky Solutions, MMCCU Student, Saint Mary's University

**Cecile Green**, Co-operator & trainer, Round Sky Solutions (co-operator & trainer)

### **Tending to Power Dynamics in Your Co-operative Team**

Often, our cooperatives are formed as a response or alternative to the destructive power dynamics in the mainstream hyper-capitalist and oppressive systems. However, it often takes some unlearning and new structures to help us create the workspaces that we dream of. Sometimes, we experience harmful power dynamics and uncomfortable situations in our teams that we’re trying to replace! Through presentation and simulation, you’ll learn how to analyze the power (harmful and generative) dynamics in your team. We’ll share our organizational analysis of power (the Power Matrix), discuss how power affects every facet of our work lives, and most importantly what we can concretely do everyday to use collaborative power through a comprehensive communication and democratic decision-making practices.

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**Annie Gaillard**, Board President, Buffalo Mountain Food Cooperative

### **What is a Co-operative? The Importance of Orientations**

This intervention will discuss the use of orientations to address the common decrease in understanding and commitment to cooperatives by successive generations of members, boards and staff. An identity crisis from any standpoint is a lack of conviction of who you are and what your core values and vision are. Why do you exist? If there is not a format in place for ongoing education for subsequent generations of members, staff and boards about the cooperative DNA, our members are reduced to purely consumerist roles, our staff becomes time clock punchers and our boards adopt traditional investor owned business strategies, all with varying levels of cooperative loyalty. Orientations are often used by organizations to familiarize those new to the institution and are the perfect opportunity for cooperative education. In my research for my St Mary’s Capstone project, I surveyed members of the Neighboring Food Co-op Association (NFCA) to collect data on orientations, who they were for and what information they contained. My research uncovered that the larger co-ops had some level of orientations in place while the small cooperatives did not, but even those with pre-existing orientations were missing critical pieces of cooperative identity such as the international cooperative values, cooperative history beyond the Rochdale Pioneers and the potential impact the individual cooperative plays in the global cooperative movement. Included in the presentation will be steps for ensuring an effective orientation format for basic cooperative education. Employees have the most connection with the members. They need to understand the fundamental principles and values of a cooperative and effectively communicate that. Boards are elected to represent the member owners. They also need to understand the institution they are responsible for as well as create more opportunities for connecting with

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the members they are representing. Members need to understand their responsibilities as members and why a values-based cooperative business is different.

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**Erika Gaudreault**, M.Sc., HEC Montréal

### **Les nouvelles coopératives de travail au Québec : une analyse actuelle**

La présentation se concentrera sur quelques faits marquants tirés de mon mémoire de M. Sc. intitulé « L'expérience des promoteurs de coopératives de travail et de solidarité au Québec ». L'objectif principal de ce projet de recherche était de mieux comprendre ce qui amène les entrepreneurs à choisir cette forme juridique ainsi que d'avoir un aperçu de leur vécu lors du processus de démarrage. Tout ceci dans le but d'avoir un portrait actuel de l'entrepreneuriat coopératif et d'identifier des pistes pour améliorer l'accès au modèle coopératif. Je partagerai des témoignages tirés de mes entretiens et du questionnaire pour donner un aperçu du processus tel qu'il est vécu de nos jours pour mettre la table aux principales constatations ainsi qu'aux recommandations. Constatations principales et conclusions: Un travail doit être réalisé pour la notoriété du modèle coopératif. Quelques pistes de réflexions seront proposées pour cet objectif. (Canal principal utilisé actuellement: le bouche-à-oreille. L'école fait très peu de promotion du modèle). Il n'y a plus de « complexe coop », au contraire, les coopératives récentes s'affichent et voient un avantage au modèle coopératif. Il n'y a plus de tabou lié au modèle, mais encore beaucoup d'incompréhension: le modèle coopératif est souvent confondu avec les OBNL. Les valeurs coopératives concordent avec les valeurs et les désirs de la génération des milléniaux. 50% des répondants sont âgés entre 25 et 34 ans. Nouveaux secteurs en coopération : une plus grande créativité avec le modèle. Plusieurs coopératives deviennent pionnières dans leur milieu. Cela ajoute parfois des complexités à la phase de démarrage. Plusieurs nouvelles coopératives ont un volet communautaire intégré à leur plan d'affaires. Les besoins les plus exprimés : financement adapté, accompagnement personnalisé, éducation des conseillers pour des services adaptés (accompagnement, mais surtout en finance, assurance, etc.), intercoopération, outils technologiques, rassemblement de la documentation en ligne. L'utilisation des TI dans différentes sphères de l'entrepreneuriat coopératif serait avantageuse pour le mouvement: promotion, information, intercoopération, communication interne, etc.

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**Sean Geobey**, Assistant Professor, University of Waterloo

**Anthony Piscitelli**, Professor, Conestoga College

### **Governance and Representation on Boards: Where Principal-Agent Theories meets Modern Governance Paradigms**

Boards of directors exist to protect the interests of the organization's principal agents (Jensen & Meckling, 1976). Current board governance theory requires the Board to focus on strategic issues while leaving day-to-day management to the staff (Carver, 2006; Drucker, 2005; Gill, 2005; Ricardo-Campbell, 1997). However, the principal agents of non-profits typically express their concerns as issues related directly to day-to-day operations. We review a number of commonly used governance models for cooperative enterprises and add Hirschman's (1970) theory of exit, voice and loyalty. This model suggests that dissatisfied cooperative members can leave the organization, pressure the board of directors to intervene on their behalf or change to align with the current board's objectives. We find that standard governance theories often prescribe the board's role as setting strategic direction and providing oversight while leaving day-to-day operations to staff. We recommend alternative considerations for cooperative boards to utilize their directors to protect their principals' interests.

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**Sean Geobey**, Assistant Professor, University of Waterloo

**Meg Ronson**, Director of Partnerships, Succession Matching

### **Cooperative Opportunities: A Strategy for Small Business Succession**

The main objective of the paper is to highlight the co-operative business model as a generator of decent work. It proposes expanding the co-operative sector in Ontario through the vehicle of small business co-operative conversions, and thereby supporting the economic security of many Ontario workers. It does this by bringing together recent industrial reports, academic scholarship, and publicly available data on small business, business succession and co-operative conversions. It reviews Canadian and international examples of co-operative and small-business-to-co-operative conversion landscapes to draw out best practices. Finally, it provides a rough analysis of Ontario business statistics to identify high-risk industries in light of the projected surge in business owner exits in the coming years. It concludes by outlining the first steps to be taken by Ontario policy-makers and stakeholders to create an enabling environment for successful co-operative conversions and a thriving co-operative sector.

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**Michael Gertler**, Associate Professor, Department of Sociology, University of Saskatchewan  
**Elizabeth Quinlan**, Associate Professor, Department of Sociology, University of Saskatchewan

### **Co-constructing a Durable Co-operative Economy? Learning from the Strike at Saskatoon Co-operative Association Ltd.**

Consumer co-operatives operate in competitive retail environments and depend on a sizable labour force that translates into significant wage bills. The Saskatoon Co-operative Association Ltd. (SCA) sells groceries, petroleum products, and building supplies at several outlets in the city and nearby. It is one of about 200 Western Canadian retail co-ops that jointly own Federated Co-operatives Limited, also based in Saskatoon. FCL is their wholesale supplier and the largest business in Saskatchewan in terms of annual revenues. In November 2018, contract negotiations with the 900 SCA workers represented by UFCW Canada ended with the workers rejecting a proposal of a lower wage scale for new hires. The union asserts that the two-tier scale undermines workforce solidarity by paying significantly different wages to employees working side-by-side and performing the same jobs. The strike (ongoing in early 2019) calls our attention to the divergent and overlapping interests of organized labour and co-operatives. Our study draws on media accounts of the strike, field observations and interviews with multiple stakeholders, studies of labour relations in co-ops and their competitors, as well as research on new approaches to participation and improving service and productivity. It examines the practices of competitors such as Walmart, Costco, and Loblaws, as well as corporations retailing gasoline and building materials. We also consider the cost-cutting and anti-labour politics confronting unions, and the priorities and development philosophies of FCL and retail co-op boards. Co-operatives pay a high price for poor labour relations, and their success is especially dependent on the cultivation of a knowledgeable and motivated labour force. Unless the end game is protracted struggle, store closure, or union decertification, it will be necessary to consider approaches that contribute to development of a more durable and co-operative economy serving the broad interests of employees, unions, managers, and co-op and community members. What are effective practices for meeting the needs and aspirations of all concerned? Are there feasible futures featuring more synergy between co-op leaders, workers, and other members?

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**Jessica Gordon-Nembhard**, Professor of Community Justice and Social Economic Development, Department of Africana Studies, John Jay College

### **Roles of African American Women in Co-op Education and Development**

Throughout US history, African American women have played important and often surprising roles in the US cooperative movement. They have been the organizers and catalysts, the educators, the fund raisers, the directors, etc.; holding multiple roles and doing everything necessary to develop and sustain cooperatives. Learn about Maggie Lena Walker, Nannie Helen Burroughs, Helena Wilson, Ella Jo Baker, Peggy Armstrong, Linda Leaks and others. Both famous and little-known Black women have also often been involved in the larger US cooperative movement, not just in their own co-ops and in the Black co-op movement, even when white women were not as active or influential. Who are these women, how did they become involved with co-ops, what challenges did they face; and do we continue to have such examples in the 21st century? - are questions the author explores. Lessons learned from their experiences help us to understand the benefits of cooperatives and further the development of cooperatives among people of color in the United States.

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**Eric M. Gosselin**, Master Student (MMCCU), Saint Mary's University and Co-founder of Coop Vélo-Cité

### **The Co-operative Performance Indicators as seen by Canadian Bicycle Co-ops, Coop Vélo-Cité, Coop Roue-Libre and La Bikery**

The objective of the paper is to report on the test-run of the Co-operative Performance Indicators (CPI) online tool with three community bike shop coops located in three different geographical areas of Canada: Winnipeg, Québec City and Moncton. The CPI is a project lead by The Centre of Excellence in Accounting and Reporting for Co-operatives (CEARC). I will attempt to answer a few relevant questions. Is the CPI tool useful, appropriate, well-designed? Does it meet the needs of small non-profit cooperatives? What could be ameliorated, and will it gain traction amongst co-operators who are volunteers, for the most part, in this sector? I will interview one person from each co-op as they fill out the CPI tool and then I will carry out a post-interview to gather further insight. This will be set against the backdrop of the existing literature. I am set to start in January; therefore, the key findings are not yet available.

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**Thomas W. Gray**, Researcher, USDA, Program on Cooperatives & Cooperative Scholar, Center for Study of Cooperatives, University of Saskatchewan

### **Neoclassical Economics Dismissal of the Collective in Agricultural Cooperatives**

This article is about the financial structure and capitalization of agricultural cooperatives. It is not an article directly about agricultural cooperatives and industrialization, merger, strategic alliance, concentration and centralization, and globalization. It is a more modest work about the neoclassical economics discourse of cooperative finance, with particular attention given to the construct “vaguely defined property rights”. The purpose of this article is to deconstruct this term by examining the concrete formative structuring of agricultural cooperatives, as cooperatives were formed in the early first half of the 20th century in the US. (and how this structuring is carried forth in derivative form to the present day). The construct “vaguely defined property rights” is an expression of the organizing rationale of neoclassical economics itself, as this view reaches the concrete limit of historical financial structures of cooperatives, what it can intellectually specify and appropriate (and what it cannot,) given its individualizing perspective.

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**Hans Groeneveld**, Tilburg University

### **Do bank ownership and governance structures matter for diversity in banking?**

We develop a tool which measures to what extent a cooperative banking group contributes to diversity in Dutch banking for the years 1993-2016. We propose two complementary diversity indicators derived from a conceptual model based on well-established theoretical notions. Our approach yields composite indicators that reveal possible dispersions in (inter)national strategies, lending, funding, pricing and capitalisation policies, risk appetite, and so on, between the cooperative bank and all other Dutch banks. Our preliminary results indicate that its contribution to diversity has fluctuated since 1993. The largest contribution occurred in 2007-2009. Apart from this period, the characteristics of the cooperative bank resulted in significantly more pronounced divergent outcomes in the beginning of the sample period. Since 2010, the diversity contribution of the cooperative bank diminished and reached its lowest values in 2014-2015. This is potentially worrisome from a systemic perspective and may contain an important policy warning for regulators and supervisors.

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**Claude-André Guillotte**, Professor, Director of IRECUS, Université de Sherbrooke

**Josée Charbonneau**, Research professional, IRECUS

*Panel: The Co-op Convert Project, Year 1: Mapping the Potential of Converting Workplaces and Community Spaces to Co-operatives*

### **The Québec Cooperative Conversion Ecosystem: A preliminary mapping**

According to a study conducted by the Regroupement des jeunes chambres de commerce du Québec and the Centre de transfert d'entreprises du Québec, in 2017, over 65% of young entrepreneurs and professionals would like to take over a business while more than 75% of the ruling generation would like to sell or bequeath their business in the next five to ten years. Due to the urgency and the large number of businesses that will have to find buyers in the next years in Québec, several initiatives from public authorities and private organizations have been launched to promote this transfer. The purpose of this paper is to present a review of the actors involved in business transfer and business conversion into cooperatives. The presentation will discuss the possibilities of synergies to be explored between the actors in order to encourage succession through cooperative conversion.

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**Claude-André Guillotte**, Professor, Director of IRECUS, Université de Sherbrooke

**Adam Trott**, Certificate in Applied Research in Co-operative Enterprise, U Mass, Amherst

**J.J. McMurtry**, Interim Dean, Faculty of Liberal Arts and Professional Studies, York University

### **Education for Co-operative Entrepreneurship and Management in Institutions of Higher Education**

This round table examines the role of formal education programs (certificates, diplomas and degrees) in educating for co-operative entrepreneurship and management. Specifically, discussants will examine: (1) the need for (formal) co-operative education programs at institutions of higher education; (2) the opportunities, challenges and strategies for developing and maintaining such programs; (3) the role of the sector in initiating/supporting such programs, and; (4) the results of such programs.

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**Denyse Guy**, Consultant

### **Getting Ontario Ready for the Social Finance Fund**

In the fall 2018, the federal government announced an \$805 million investment (\$755M for a Social Finance Fund and an additional \$50M for an Investment and Readiness Stream). It was a move that galvanized the Canadian social economy ecosystem and captured the imagination of many community members. In response the Canadian Community Economic Development Network developed an engagement process to raise awareness of the Social Finance Fund and to hear a range of grass roots perspectives. In Ontario, a survey was completed by 150 social economy leaders from various industry sectors during a one-month time frame between February and March 2019. The results provided ground intelligence about what stakeholders were thinking about and planning for projects and partnerships. The survey confirmed organizational and sector needs as they relate to social finance, including barriers/solutions, as well as identifying key assets that support social purpose organizations. Similar surveys occurred in both Maritimes and Alberta. What is clear from this work is that social innovation is alive and well. However, it is important to note that this initiative has yet to provide a unified strategic plan before the social enterprise ecosystem is well positioned to accelerate, scale and grow a marketplace that puts people and the planet first.

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**Lou Hammond Ketilson**, Dr., Fellow, Centre for the Study of Co-operatives U of Saskatchewan; Adjunct Professor, Johnson Shoyama Graduate School of Public Policy

### **Supporting Enterprise Development in Indigenous Communities: Why a Co-operative Model Makes Sense**

A number of Indigenous communities in Canada have established credit unions /caisses populaires to address a broad range of financial service needs. A significant portion of this population lives in rural and remote locations and many do not have access to these services in their communities. The inability to access capital from mainstream financial institutions is considered a major barrier to enterprise development. A 1980's effort by the federal government to address this gap resulted in the creation of Aboriginal Financial Institutions. Today there are a total of fifty across Canada; the Arctic Co-operatives Development Fund (ACDF) is one of the most successful (Hammond Ketilson, 2014). This community-based research (Israel et al, 1998) examines the advantages and disadvantages of the development fund in terms of meeting the needs of low income, remote rural dwellers to create sustainable livelihoods. The research documents contextual drivers and strengths and weaknesses of Arctic Co-operatives Limited development approach. Key findings include: The critical importance of training and support — both in relation to the business of the co-operative but also its functioning as a co-operative association; The importance of leveraging existing resources. Where a co-op structure already exists, it can be more efficient to develop services to meet additional needs within that structure, rather than creating a new co-operative or other organization. Thus, members have access to numerous products and services through a single, multipurpose co-op; and, Government intervention in the form of policy and funding is important, but insufficient on its own. The Arctic Co-operatives Development Fund would not have happened without government intervention. Their intervention, however, ended with that step. Subsequent direction came from the leaders of Arctic Co-operatives Limited, with guidance and support from leaders in other sectors of the Canadian co-operative movement. Ownership and control of ACDF rested with the co-operative.

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**Erin Hancock**, Program Manager, Co-operative Management Education, Saint Mary's University

### **Tools for Co-operative Learning: What is Available and What is Needed for a Thriving Co-operative Economy**

This workshop begins with a showcase of a new tool from the Association of Cooperative Educators. The new Cooperative Educators Network (ed.coop) will be featured, which contains curated learning paths to learn and teach about co-operatives (governance, start-ups, conversions, employee on-boarding, inclusion, leadership, post-secondary education). This tool was created following consultations, focus groups and 1-on-1 interviews with people and organizations involved in co-operative education (initiated by ACE in 2016) and this workshop serves as a post-launch consultation to test the efficacy of the tool created. The discussion will broaden to other tools available as well as existing gaps. Participants will also be invited into a discussion defining the who, where, what, when, and why of matchmaking between existing tools and those who may benefit from them.

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**Madison Hooper**, Green Campus Co-operative  
**Corey Walters**, Student Business Centre, University of Massachusetts  
**Tristan Laing**, Business Development Office, Waterloo Housing Co-operative Inc

*Chair: Darryl Reed, Professor, York University*

### **Higher Education as a Site of Co-operative Entrepreneurship and Training**

This round table will discuss the role of the university as a site of Co-operative Entrepreneurship and Training. Specifically, it will examine co-operative enterprises and organizations working on institutions of higher education that have a part of their mission and/or practice educating/training students to incubate and manage co-operative enterprises. The focus would be on experiential education, action research, internships, etc. (rather than formal courses and programs). Participants will discuss their experience in such organizations, including: (1) the nature of the educational components provided; (2) opportunities, challenges and strategies of incubating co-operative business on campuses; (3) the role of the sector in supporting such initiatives and institutions.

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**Hicham Jekki**, Professeur, Université Hassan Premier-Settat-Maroc  
**Zineb El Gasmî**, Doctorante, Université Hassan Premier-Settat-Maroc

### **Coopérative et acteurs du territoire: quelles formes de coordination? Cas des coopératives du territoire de Settat-Maroc**

Notre étude de cas a pour objectif d'explorer les effets réciproques qu'implique l'interaction coopérative et territoire. Nous considérons que la coopérative et le territoire sont deux composantes complémentaires pour le développement d'un territoire. Ainsi, nous avons mobilisé l'économie territoriale et l'économie sociale et solidaire comme approche conceptuelle. Par la suite, nous avons étudié le cas de 20 coopératives en analysant le contexte de leur émergence, la coordination avec les acteurs territoriaux et les conditions de réussite d'une implication des coopératives dans le processus de développement territorial inclusif. Concernant les résultats, nous avons constaté que les coopératives œuvrent dans l'émancipation socio-économique de la femme à travers les activités génératrices de revenus surtout dans le milieu rural. Et l'encadrement des agriculteurs et d'artisans qui travaillaient dans l'informel. Toutefois, l'élaboration d'un bilan concret relatant l'impact socioéconomique des coopératives sur le développement des territoires se heurte par l'absence quasi totale des données quantitatives et les difficultés d'accès à l'information.

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**Reynaldo Miguel Jiménez Guethón**, Professeur. Facultad Latinoamericana de Ciencias Sociales (FLACSO-Cuba)

### **L'éducation coopérative comme outil pour les entreprises cubaines**

L'éducation coopérative en tant qu'outil utile et nécessaire tout au long du processus de création de nouvelles coopératives a montré que les nouveaux membres de coopératives doivent être formés sur la base des principes et des valeurs de l'éducation coopérative. Les recherches effectuées sur les thèmes du coopérativisme à Cuba montrent clairement la nécessité de former de nouveaux entrepreneurs cubains en tenant compte des expériences accumulées et des bonnes pratiques acquises dans le mouvement coopératif cubain, en tenant compte des échecs et des succès du développement d'une coopérative agricole qui a déjà 60 ans de résultats et une coopérative non agricole qui atteint déjà presque 8 ans. Nous sommes confrontés à une entreprise de différents secteurs de l'économie cubaine qui peut boire et apprendre de la coopérative qui a déjà beaucoup évolué. Les défis à relever sont nombreux.

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**Sean Kippin**, University of the West of Scotland

### **The Co-operative Difference? Exploring the Labour and Co-operative Party relationship in Britain 1997-2010**

The UK Co-operative and Labour Parties exist in an unusual alliance which sees them stand certain candidates jointly for elections to a broad range of elected offices. In theory, this allows the UK cooperative movement a direct influence over public policy, which is magnified when Labour is in office as it was during 1997 and 2010. This paper seeks to assess the influence of the Co-operative Party over public policy and identifies two key instances of occasions in which it was successful in doing so. Particularly, it analyses the creation of the organisation Supporters Direct (in 1999), and the successful pursuit of regulatory reform (in 2002) which was designed to further the cause of cooperative and mutual enterprises. Drawing on triangulated semi-structured elite interviews and archival material, it concludes that the Co-operative Party achieved a notable, if peripheral, influence over public policy consistent with its historic aims.

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**Mariam Konate**, Doctorante à l'IAE de Paris

## **L'appropriation, par les acteurs, du modèle économique hybride: cas de la Coopérative Bancaire Française, La Nef**

Comment s'opère l'appropriation par les acteurs du modèle économique hybride de coopérative bancaire ? Quels rôles pour les différentes ressources ? Nous mobilisons la théorie de la traduction (Callon 1984) afin de comprendre, dans notre cas étudié, le degré d'appropriation du modèle coopératif par les acteurs. L'appropriation est conçue par (Barbat 2013) comme une série d'actualisations procédant d'un triple processus de compréhension, d'adhésion et d'interprétation d'une stratégie. Nous adoptons l'approche de l'économie substantive (Polanyi 2017), (Eynaud et De França Filho à paraître). Le cas étudié, La Nef, est caractérisé par une gouvernance partenariale, avec la présence de sociétaires ubiquistes, un fort engagement bénévole avec parfois des tensions entre salariat et bénévolat. Afin de répondre à la question posée, nous avons menés des entretiens semi-directifs avec des salariés et sociétaires en plus de l'observation participante. Nos premières analyses permettent de constater que le modèle économique est bien compris par les acteurs. L'investissement matériel et humain explique ces résultats. Les facteurs explicatifs de l'adhésion varient selon qu'il s'agisse de salariés (adhésion à la sortie de l'université, partage de valeurs communes ; réorientation de carrière et recherche de sens) ; ou de sociétaires (donner du sens à son épargne, s'impliquer dans un projet, recherche de cohérence). Ainsi, l'interprétation s'opère lorsque l'acteur accepte un rôle en cohérence avec ses intérêts. On retrouve des logiques de l'économie substantive où l'acteur mobilise à la fois des ressources marchandes et réciprocatrices.

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**Audra Krueger**, Co-operatives First

## **Connections, inclusion and accessibility: Steering co-op development into the 21st Century**

Co-operatives First is a business development agency promoting and supporting business development based on the co-op model in rural and Indigenous communities throughout western Canada. Their goal is to help realize business opportunities by providing entrepreneurs the tools, resources and direct support they need to get up and running. In this presentation, Audra Krueger, Executive Director of Co-operatives First, provides background and context on why the Co-operative Retailing System through Federated Co-operatives Limited chose to invest in this unique initiative, and sheds light on what this initiative means for the co-op sector in western Canada. During the presentation, Ms. Krueger walks us through how her team manages a vast geographical mandate with only 6 people, and what tools and resources they've developed to help mitigate the challenges related to working in rural and remote areas. Linked to this strategy is the tools and resources themselves. To provide a throughout understanding of the vision Co-operatives First has for supporting co-op development and education in the 21st Century, Ms. Krueger guides us through the Co-op Creator, an online platform designed to make information accessible and as straightforward as possible. Starting and building a business can be complicated, confusing and frustrating. The Co-op Creator is designed to assist with that process. Whether someone is just starting out or have a business up and running, the Co-op Creator has the tools and resources to support their work. Thanks to this platform, Co-operatives First and any individual, group or organization are now able to use these online tools to walk people step by step through the development process.

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**Richard Lacasse**, General director, Socodevi

**Cheryl Gelsthrope**, HR Support & Training Coordinator, FCNQ

**Bob Cohen**, Business advisor, Braintree Business Development Center

*Chair: Claude-André Guillotte, Professor, Director of IREBUS, Université de Sherbrooke*

## **Co-operative entrepreneurship: practices and key success factors**

This panel will discuss practices for starting co-ops and ensuring their long-term development and betterment, as experienced by two organizations, SOCODEVI and the Fédération des coopératives du Nouveau-Québec (FCNQ), and one business advisor, M. Bob Cohen. SOCODEVI's mission is to support the development of communities in developing countries, through the implementation of co-operatives.

Building on more than 30 years of experience in various countries, SOCODEVI approach's is based on innovative practices aiming for independent and sustainable co-ops. As general director, Richard Lacasse, has seen how international co-operation can support this approach.

The FCNQ is owned by 14 co-ops, based in Nunavik (Northern Québec). These local co-ops, for more than 60 years and their Federation (50 years) offer a large diversity of products and services to their members. Cheryl Gelsthrope has been

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working for the local co-ops as HR Support and Training Coordinator and has seen first-hand the importance of relevant HR and training practices in these Inuit organizations.

M. Cohen has spent most of his professional life working with co-operative businesses and non-co-operative businesses or teaching people about cooperative businesses or non-co-operative businesses. Rarely has he seen the two streams converged. Few experiences have given him the opportunity to reflect on the role that entrepreneurship plays in cooperative development and the possibilities of cooperation within entrepreneurship.

### **Entrepreneuriat coopératif : pratiques et facteurs de succès**

Ce panel discutera des pratiques mises en place par deux organisations Socodevi et la Fédération des coopératives du Nouveau-Québec (FCNQ) et un conseiller coopératif et instructeur, M. Robert Cohen, pour la création de coopératives durables et l'amélioration continue de celles-ci.

Socodevi a pour mission de favoriser le développement de communautés par l'implantation de coopératives dans les pays du Sud. Forte de plus de 30 ans d'expérience dans plusieurs pays, l'approche de Socodevi implique des pratiques novatrices qui ont fait leur preuve pour autonomiser les coopératives créées. En tant que directeur général, Richard Lacasse a pu constater que la coopération internationale peut s'inscrire dans cette approche.

La FCNQ appartient à un groupement de 14 coopératives membres des communautés inuites situées au Nunavik. Les coopératives locales (depuis près de 60 ans) et leur Fédération (depuis plus de 50 ans) offrent une grande diversité de produits et services à leurs membres. Il sera question des moyens mis en place pour adapter les pratiques de gestion des personnes à cette organisation inuite, en plus de l'importance de pratiques de formation et d'éducation appropriées.

M. Cohen a travaillé de nombreuses années auprès d'entreprises coopératives et non-coopératives et a également offert de la formation auprès de ces deux types d'entreprises. Au cours des dernières années, certaines expériences lui ont données l'occasion de réfléchir au rôle de l'entrepreneuriat par rapport au le développement coopératif et du potentiel que constitue la coopération pour l'entrepreneuriat.

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**Michel Lafleur**, Professor, École de gestion, Université de Sherbrooke

**Alain Leclerc**, General director, Fédération des coopératives funéraires du Québec

### **Cooperative Entrepreneurship in a Federation**

The federation of Quebec funeral cooperatives was established in 1987, "because a small group of co-operators aware of the limits of their respective cooperatives came together to organize a union to meet their essential needs and also so that each cooperative could progress to better serve its members" (Tessier, p. 5). Of a dozen funeral cooperatives that were members of the federation in 1992, its member cooperatives will then handle 3,593 funerals, or 7,3% of the market. In 2017, the funerary cooperatives that are members of the federation will handle 11,940 funerals, or 18,3% of the Quebec market. The research will present three main phases of the development of the federation and its network: (1) Starting a Federation of Co-operatives: political practices for sharing, communication and service delivery. (2) The federation's support for the start-up of new cooperatives: practices of associative support to local communities: a) phase of supporting the setting up of new co-operatives and acquisition and b) transformation of traditional funeral enterprises into cooperatives. (3) Product and service development phase: from a role of supporting professional services to a role of product providers to cooperatives. The presentation will describe the different processes experienced, the best practices observed in comparison to existing theoretical models in cooperative and traditional entrepreneurship. The relevant elements of its external environment (notably competition, the Quebec state and the support of other cooperative sectors) will also be presented. Finally, the authors will propose a first draft of the particularities of a federation of cooperatives in entrepreneurship. Research is a first phase of broader research on the role of cooperative federations. The authors will use a qualitative methodology (Strauss and Corbin, 2000,) based on grounded theory (Prévost, Roy, 2016, Locke, 2001) based on a single exploratory case (Yin, 1994). Existing documentation and a series of interviews will be the primary information gathering tools.

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**Colette Lebel**, Directrice des affaires coopératives, La Coop fédérée  
**Andréa Renaud**, Conseillère aux affaires coopératives, La Coop fédérée

### **Faire de l'éthique un élément de distinction coopérative**

Un projet-pilote d'une communauté d'apprentissage été lancé en 2016, au siège social de La Coop fédérée, en appui à sa démarche de sensibilisation à l'éthique organisationnelle. Ce projet visait l'exploration et l'appropriation de l'éthique coopérative, par quelques employés volontaires, au moyen de textes, discussions de groupe et études de cas. Il visait par ailleurs, de façon transversale, le développement d'habiletés coopératives : l'écoute, le dialogue, la reconnaissance de l'autre et la confiance. Au terme du projet-pilote, l'expérience a été qualifiée de succès et, depuis, la communauté d'apprentissage poursuit ses activités et est même devenue un acteur principal de la démarche en éthique organisationnelle de La Coop fédérée. Cet atelier permettra aux participants de prendre connaissance des activités réalisées par la communauté d'apprentissage, des retombées qu'elle a générées pour chacun de ses membres mais aussi pour l'organisation dans son ensemble. L'atelier proposera également aux participants de réfléchir à un dilemme éthique et de partager leur point de vue avec leurs pairs.

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**Hyunok Lee**, MD, MA, MBA, General Director, A.M International  
**Cristobal Dobrzanski**, MA, MBA, Director, Community Forward Fund

### **Social Cooperative "WESTAY" in S. Korea: Bold Innovation Today - Future Path for "WESTAY" Informed by Quebec & BC Housing Cooperatives**

"WESTAY" is the first apartment cooperative in Korea. The authors examine the entrepreneurial agility of "WESTAY" leadership within their affordable housing complex and with their external stakeholders. To address the challenges that "WESTAY" face ahead of them, the second part of the paper offers possible future paths informed by two Canadian cooperative examples. Does "WESTAY" have a model to follow to enjoy both skill and scale? Does "WESTAY" have a path to expand its cooperative entrepreneurial impact on community? First part examines the key dimensions of "WESTAY" and explains why it is a useful model for Korea, to expand community well-being with stable access to affordable housing : business plan, social cooperative, community structure, and community center. "WESTAY" founded in 2016 & occupancy in 2020 - has been able to devote resources upfront with intentional building of cooperative community centricity among perfect strangers attracted at first perhaps only by attractive housing costs. With this 4-year gestation, "WESTAY" has an entrepreneurial ability like no other social housing agency in Korea. The second part of the paper invites insights to address "WESTAY" stated challenges. Two possible paths are based on Quebec SOLIDES, non-profit social housing development agency, enabling tenant cooperatives and British Columbia Fraserview Housing Cooperative, largest non-profit in housing in BC. All cooperatives face challenge of cohesive member participation and "WESTAY" can inform the Canadian counterparts by its upfront creation of community. "WESTAY" has raised tenant turnover as a future challenge. Does the future path for "WESTAY" envision expanding its entrepreneurial impact informed by these two Canadian institutions dedicated to providing affordable housing? "WESTAY" is an important innovation in social cooperative space dedicated to affordable housing in S.Korea. There are possible paths for the future - informed by two Canadian housing cooperatives/collectives - to consider expanding "WESTAY" unique skill set to be at scale, taking the cooperative entrepreneurial ability to a new level with greater impact in the Korean community.

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**Josune López Rodríguez**, Professor of Law, University of Deusto

### **El aprendizaje-servicio como estrategia metodológica para promover el emprendimiento social entre los jóvenes**

El objetivo de la presente comunicación es demostrar que el aprendizaje-servicio constituye una estrategia educativa óptima para promover la cultura del emprendimiento social entre los jóvenes. Precisamente, la actual crisis social, económica y medioambiental en la que está inmerso el planeta pone de manifiesto la urgente necesidad de actuar y buscar respuestas eficaces. En concreto, el emprendimiento social puede ayudar a lograr un verdadero cambio social y a avanzar hacia una efectiva justicia social. Sin embargo, es necesario encontrar una vía adecuada para poder crear una cultura emprendedora que ayude a potenciar este fenómeno. A este respecto, se cree que la educación debe asumir dicha responsabilidad. Entre las posibles vías para conseguirlo, en la presente comunicación se defiende que el empleo de la metodología del aprendizaje-servicio en el ámbito educativo puede ayudar a crear una conciencia sobre el fenómeno y a promover su desarrollo.

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**Naoual Mamdouh**, Doctorante, ERMOSET, Université Ibn Zohr  
**Said Ahrouch**, Enseignant chercheur, ERMOSET, Université Ibn Zohr

### **La performance globale des coopératives**

La performance globale, définie comme « l'agrégation des performances économiques, sociales et environnementales » (Baret, 2006), est un concept multidimensionnel qui a été introduit avec l'émergence du concept de la RSE et du développement durable. Aujourd'hui, la difficulté pour les organisations est de mesurer la performance globale et appréhender les interactions entre ses différentes dimensions : économique, sociale et environnementale. La recherche de performance globale est devenue de plus en plus prégnante pour toute organisation pour affirmer sa pertinence, son efficacité et son efficacité à répondre aux attentes de leurs parties prenantes afin d'assurer sa pérennité. Les coopératives ne font pas exception par rapport à cette logique. L'évaluation de la performance des coopératives prend une importance nouvelle vu l'ensemble des défis auxquels elles devront faire face et compte tenu de leur caractère dual (association/entreprise). L'objectif de cet article est de proposer un modèle de représentation de performance globale des coopératives permettant de décrire les composantes de cette performance et d'analyser les interactions entre ses différentes dimensions.

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**Dominic Martin**, Professor, Université du Québec à Montréal; Acting Chairholder, Chaire de Coopération Guy-Bernier

**Myriam Michaud**, PhD Candidate, FSA, Université Laval

*Panel: Market, justice, and the cooperative as a political institution?*

### **Cooperatives and the diversity of organizational forms**

Business firms and other market organizations can take many different forms depending on their structure of ownership and their modes of governance. Yet, the corporation is the predominant type of organization in most advanced capitalist economies. In this presentation, I reflect upon this lack of organizational diversity in the market. I will criticize the mainstream theory for the predominance of the corporation as it is defended by Henry Hansmann, Frank Easterbrook and Daniel Fischel and other important figures of the law & economics literature. Then, I will show why organizational diversity is important from the standpoint of social justice and why we should promote the existence of cooperatives. First, cooperatives can be necessary to protect the liberty of association and, second, worker empowerment. Third, they may help ensure a better distribution of wealth in mixed regimes of political economy, such as property-owning democracy. Fourth, they may increase economic efficiency.

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**Gonzalo Martínez Etxeberria**, Professor of Law University of Deusto

### **El reforzamiento de la identidad cooperativa: un elemento a considerar por el movimiento cooperativo**

El contexto de crisis económica de los últimos años, ha condicionado la forma de actuar en el mercado de los diferentes tipos de sociedades mercantiles, entre ellas las sociedades cooperativas. En una realidad del mercado globalizado como la actual, las sociedades cooperativas, deben profundizar en el afianzamiento de su identidad cooperativa, de cara a que las sociedades en las que desarrollan sus actividades y venden sus productos sean conscientes de los elementos diferenciadores que como sociedades les asisten. Por ello, los valores cooperativos a los que aspiran y los principios cooperativos que han de tener presentes para alcanzarlos, deben ser reforzados y actualizados, convirtiendo esos valores y principios cooperativos, en valores sociales que trasciendan de la propia cooperativa a la sociedad, tratando de producir de esta forma una identificación sociedad-cooperativa, que permita a las cooperativas seguir existiendo y progresando en el mundo actual.

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**Maureen McCulloch**, Senior Lecturer, Accounting, Oxford Brookes University

**Rory Ridley-Duff**, Professor of Cooperative Social Entrepreneurship, Sheffield Hallam University

### **To Profit or Not to Profit? That is the Wrong Question**

In social economy research, across the sub-fields of social enterprise, co-operative development and voluntary sector studies, the issue of 'profit' (whether to make and/or distribute it) is the dominant framing concept. We argue that the dominance of 'profit' in the framing concepts of these fields (even negatively referenced) maintains the hegemony of the financial capital 'for-profit' paradigm. We turn the framing around to offer a counter-narrative based on a holistic view of the relationship between financial and non-financial sources of wealth creation, recognising the interdependencies, relationships and limitations of different forms of capital. For-purpose accounting offers an alternative framework for the social economy to account for its actions and impact on its own terms. By "reclaiming the conversation", organisations

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in the social economy, particularly the broad co-operative sector, can demonstrate their commonalities with one another as well as their fundamental differences with not for purpose (just for financial profit) organisations.

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**Maureen McCulloch**, Senior Lecturer, Accounting, Oxford Brookes University

**Daphne Rixon**, Associate Professor, Saint Mary's University

### **Measuring the Co-operative Difference: A Conceptual Framework for Co-operative Accounting Standards**

The accounting standards in use across the world are designed for organizations which differ in purpose and focus from co-operatives. Most co-operatives use accounting standards created for investor-led businesses, such as International Financial Reporting Standards (IFRS) or Generally Accepted Accounting Standards. Increasingly, these standards have focused on ensuring comparability of metrics which are typically used by analysts working for institutional investors. However, the investor perspective does not allow for the essential co-operative values of self-help, mutuality, community, democracy and participation. This paper explores the possible development of a Statement of Recommended Practice (SORP) in accounting and reporting for co-operatives which would recognise co-operative values. It examines the difficulties which arise for co-operatives through adoption of accounting frameworks designed for organisations with different values and it explores possible alternative accounting standards that could allow co-operatives to demonstrate co-operative as well as financial health. We also explore how the co-operative sector might engage with various national and international accounting standard setters to ensure the values and needs of co-operatives and their members are recognised. IFRS actively prevent co-operatives from describing their financial flows in line with the provisions of their own constitutions and with co-operative values and principles because they are written with the needs of capital investors in mind. A SORP for co-operatives focused on the purpose of co-operative activities in line with co-operative values is developed. The process of engaging in dialogue with standard setters and the infrastructure that would be necessary for the adoption of co-op SORP are discussed. At a time of integration and internationalization of accounting standards to reflect the globalization of the business world, there is no doubt that the co-operative sector will face significant challenges in convincing the standard setters to consider the unique needs of co-operatives and their members. However, daunting the challenge, it is imperative that the co-operative sector make a strong case for sector -specific standards.

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**Anne-Marie Merrien**, Candidate au doctorat, IRECUS, École de gestion, Université de Sherbrooke

**Jocelyne Champagne Racine**, Professeure associée, IRECUS, École de gestion, Université de Sherbrooke

**Josée Charbonneau**, Professionnelle de recherche, IRECUS, École de gestion, Université de Sherbrooke

### **Un Institut de recherche universitaire au service de l'entrepreneuriat coopératif**

L'histoire de l'IRECUS, qui compte plus de 40 ans d'activité, témoigne des multiples avenues de collaboration possibles entre les coopérateurs praticiens, les étudiants et les instituts de recherche universitaires. À la lumière de la notion d'identité organisationnelle, et en analysant l'évolution de ce qu'EST, FAIT et POSSÈDE cet institut, nous avons constaté l'interdépendance existant entre l'histoire de l'IRECUS et celle du mouvement coopératif québécois et avons mis en lumière les paradoxes identitaires que vivent ces deux acteurs. Nous proposons un atelier réflexif, s'adressant tant aux praticiens qu'aux universitaires, afin d'explorer la relation entre l'identité d'une organisation et son rôle ou sa capacité à contribuer à l'entrepreneuriat coopératif.

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**Roy Messing**, Director, Ohio Employee Ownership Center

### **Business conversions to employee/worker-owned enterprises**

The session would be educational/informational targeted to those who want to support the expansion of cooperative businesses. Learning objectives are as follows: 1. The opportunity to expand employee/worker ownership - The wave of Baby-boomer owners retiring, their general state of unpreparedness, & worker ownership as a viable alternative ; 2. The potential impact on the local community of retaining (& possibly expanding) businesses through employee/worker ownership. 3. How to identify good candidates for conversion to employee/worker ownership. 4. Employee/worker owned business structures to consider. 5. The basics of converting businesses to employee/worker-owned enterprises. 6. Resources available to assist in such conversions. 7. Review Case Study(ies) of successful conversions (if time permits).

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**Myriam Michaud**, PhD Candidate, FSA, Université Laval  
**Luc K. Audebrand**, Associate Professor, FSA, Université Laval

### **Les pratiques de renouvellement des conseils d'administration des coopératives : proposition d'une « boîte à outils »**

Cette communication explore et expose les outils dont se dotent les coopératives au Québec lors du processus de renouvellement de leur CA. Elle s'appuie sur une collecte effectuée auprès des fédérations coopératives du Québec, recueillant les outils utilisés par les coopératives de premier niveau lors de la sélection, l'intégration, la formation et l'évaluation de leurs administrateurs. L'objectif principal de cette communication est de proposer aux chercheurs et praticiens des outils pratiques permettant aux coopératives de mettre en place des pratiques de renouvellement qui s'inspirent des meilleures pratiques de gouvernance tout en respectant l'éthos coopératif. Les coopératives, comme les autres entreprises « alternatives », subissent en effet de multiples pressions normatives les attirant vers le modèle dominant (lois, codes et guides de bonnes pratiques). Cependant, les modèles de « saine gouvernance » que ceux-ci promeuvent prennent racine dans une conception spécifique de l'organisation (firme de capitaux cotée en bourse) et une théorie dominante de la gouvernance (théorie de l'agence) (Cuomo, Mallin, & Zattoni, 2016). Or, ces conceptions et les outils qui en découlent ne conviennent pas nécessairement à tous les types d'organisations. L'adoption grandissante de processus et de logiques de gouvernance empruntés au modèle dominant fait ainsi craindre une banalisation, voire une dégénérescence, de l'entreprise coopérative (Fulton & Girard, 2015). Ce phénomène s'observe notamment dans le processus de renouvellement des conseils d'administration, qui se décline en quatre pratiques principales : la sélection, l'intégration, la formation et l'évaluation des membres du CA. La formalisation de ces pratiques est fréquemment évoquée en tant qu'indice ou mécanisme d'une « saine gouvernance ». Ces pratiques s'accompagnent toutefois d'enjeux spécifiques dans les coopératives, qui doivent adopter et adapter leurs outils afin de s'assurer qu'ils respectent l'éthos coopératif (Spear, 2004). La robustesse de ces processus est particulièrement importante dans les coopératives, qui cherchent à mettre en place un CA à la fois représentatif et compétent (Cornforth, 2004).

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**Myriam Michaud**, Candidate au doctorat, Université Laval

**Johanne Lavoie**, Directrice du service de l'entrepreneuriat coopératif jeunesse, Conseil québécois de la coopération et de la mutualité

**Jérôme Gagné** ou **Alain Blanchette**, Conseil québécois de la coopération et de la mutualité

### **L'intercoopération comme vecteur d'innovation en éducation coopérative au Québec**

L'éducation et la formation des membres, dirigeants et administrateurs de coopératives est une préoccupation pour le mouvement coopératif depuis sa fondation. Au Québec, fédérations et les regroupements jouent un rôle important dans l'éducation pour les coopératives et leurs membres. En 2012, les réseaux coopératifs et mutualistes québécois, par l'entremise du Conseil québécois de la coopération et de la mutualité (CQCM), se dotent d'un comité jeunesse 18-35 ans, afin de diversifier la représentation démographique sur son conseil d'administration et d'assurer sa relève. En 2015, un plan stratégique pour le quinquennat 2015-2020 est adopté par l'ensemble des fédérations sectorielles. S'y retrouve une orientation de « renforcement des connaissances, compétences et habiletés transversales en misant sur l'intercoopération » en tant que pierre angulaire. Cette orientation s'inscrit en droite ligne des Principes coopératifs promus par l'Alliance coopérative internationale, lesquels constituent et promeuvent l'identité coopérative. Elle incarne le 5e principe coopératif : Éducation, formation et information, et utilise à cette fin le 6e principe, la coopération entre les coopératives (intercoopération) en tant que stratégie. Concrètement, le lieu de partage qui en découle servira à mettre en commun les efforts de formation jusqu'alors déployés en parallèle dans les différents secteurs coopératifs. À cet effet, un learning management system commun permet la mutualisation de leurs besoins et ressources. En complémentarité, les réseaux coopératifs et mutualistes ont pris l'initiative de constituer une table de concertation visant l'échange et la formation continue des formateurs œuvrant dans différents secteurs. Ces initiatives visent à créer des ponts entre les différents réseaux coopératifs, alors que l'intercoopération et, encore plus, l'intersectorialité font figure de moyens pour innover en éducation coopérative. La création d'une telle synergie entre l'éducation coopérative et l'intercoopération est porteuse de grandes promesses, mais recèle également son lot de défis. La table ronde que propose le CQCM réunit des coopérateurs aux premières loges de la mise en œuvre de cette stratégie. Ils et elles mettront en valeur différentes initiatives mises en place par le mouvement coopératif québécois, privilégiant l'intercoopération comme vecteur d'éducation. Ce panel permettra d'exposer ces initiatives du point de vue des opportunités offertes et des enjeux liés à cette stratégie d'intercoopération.

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**Valérie Michaud**, Professeure, ESG UQAM  
**Marcos Barros**, Professeur agrégé, Grenoble École de Management

### **“It’s just a logo!”, Really? Exploring the Role of Branding Artifacts in the Strategy-Identity Tensions of a Consumer Co-op**

Through the in-depth analysis of the controversial transformation of Mountain Equipment Co-op (MEC)’s logo, this paper offers an original perspective on the “strategy-identity” tensions experienced in co-operative organizations. More precisely, we argue that branding artifacts can mediate the commercial strategy/co-op identity paradoxical relationship either by obfuscating, revealing, or engaging with it through different narratives. This case study relies on multi-sited online data collection. Inductive qualitative analysis was conducted on MEC’s official discourse on different press and social media outlets, and on social media exchanges (involving consumer-members) related to the logo’s radical transformation and backlash it generated. The ‘obfuscating’ narrative of MEC executives sheds light on the importance of considering the malleability of organizational identity in context of strategic change. Consumer-members’ ‘revealing’ narrative shows how branding artifacts’ visuality and multidimensionality help unveil the problematized strategy-identity relationship. Finally, through the ‘(re)engaging’ narrative, we outline the peculiarities of branding in democratic, member-based organizations and argue that consumer-members’ dual, internal/external positioning allows them to use branding artifacts to (re)engage with their co-op’s strategic governance and criticize the paradoxical strategy-identity (dis)connection.

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**Karen Miner**, Adjunct Professor and Managing Director, Saint Mary's University,  
**Sonja Novkovic**, Dr., Economics Professor and Academic Director, Saint Mary's University

### **Compensation in Co-operatives: Values-Based Philosophies**

For bold, values-based co-operatives, it’s time to shift away from the mainstream compensation approaches toward a holistic, human-centred compensation philosophy. New generations of employees are looking to engage in work that matters, and compensation needs to align with this purpose. It is often the case that organizations leap to a governance-level compensation or human resources policy without starting with a philosophy. As a result, the underlying paradigm (worldview) and assumptions driving the implementation of a policy remain obscure and potentially inconsistent. In this presentation, we stay high level with the philosophy in mind. We focus on compensation principles and the objectives of compensation backed by research. We aim to address the questions on the “why” of compensation, but not the “how”. A principles-based compensation philosophy enables the development of policies, procedures, and frameworks, but it also constrains the possibilities and forces a bold, values-based approach. It provides a set of filters for decision-making around the “why” of compensation, but it does not provide guidance on the “how”. The principles are a “test” for all lower level policies, procedures, and frameworks to ensure consistency with the most fundamental aspects of work. In short, the role of compensation in a co-operative is to heighten and preserve human dignity by paying people adequately and fairly, and affording them autonomy to act (as opposed to exerting control on them). This will increase the right kind of motivation, improve employee participation and productivity, and more likely align personal success with organizational success through stewardship, psychological ownership, and real control over their productive lives.

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**Lisa Mychalyuk**, PhD Candidate, University of Toronto

*Panel: The Co-op Convert Project, Year 1: Mapping the Potential of Converting Workplaces and Community Spaces to Co-operatives*

### **The Milkweed Mercantile at Dancing Rabbit Ecovillage (Missouri, USA): The Benefits and Challenges of Establishing Cooperative Enterprise in a Sustainable Community**

Established in 1997 on a 280-acre land trust in North East Missouri, Dancing Rabbit (DR) self-describes as “a feminist ecovillage, sustainability demonstration project, and robust and growing intentional community.” The Milkweed Mercantile – a two-story renewable energy inn, restaurant, and shop – is a for-profit business and community hub at DR ecovillage. Originally built and established privately by members of DR, the operation of the Mercantile was recently converted to a cooperative. This paper presents the case of the conversion of the Mercantile, based on participant-observation and conversion-participant interviews conducted on-site in October 2018. The case study finds that the cooperative enterprise is well-suited to sustainable community, providing an opportunity to manifest community values in economic activity and livelihood development. However, the study also finds that the social mission of Milkweed

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prioritizing "planet and people over profit" and its relationship-based community culture present real challenges for its financial viability.

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**Emile G. Nadeau**, Ph.D., Co-Director, The Cooperative Society Project

### **Community Solar Cooperatives in Developing Countries**

This paper provides a brief overview of recent and prospective changes in access to electricity in developing countries and outlines a path toward universal electrification by 2030 with a focus on community-based, solar cooperatives providing electricity through mini-grids. There are almost a billion people who have no access to electricity, living primarily in Africa, Asia and Latin America. That's one-seventh of the world's population. There are hundreds of millions more whose energy is unreliable, dirty, unhealthy, inadequate, unsustainable, and/or expensive – for example, kerosene, diesel, wood, and candles. Almost every country in the world has made a commitment through the United Nations Paris Agreement to significantly cut back on their use of energy sources that emit carbon dioxide into the atmosphere by 2030. These same countries have made commitments through the UN's Sustainable Development Goals program to dramatically improve the quality of life around the world by 2030, in part by ensuring "access to affordable, reliable, sustainable and modern energy for all." Since most people without electricity do not have access to transmission lines, the most feasible approach to providing them with electricity is through community-based mini-grids, many of which could be organized as cooperatives.

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**Pascal Ngu Cho**, Associé principal/Consultant Blockchain Senior, DigiiBit

### **Blockchain: Opportunités pour le mouvement coopératif et les entreprises d'économie sociale**

Lors de cette conférence, nous présenterons les usages actuels des technologies décentralisées [Blockchain] et leur potentiel pour les acteurs de l'économie sociale, en particulier les coopératives. Nous aborderons par la suite les défis et opportunités liées à l'environnement, à la gouvernance, à la transparence, au commerce, au financement des coopératives & OBNL. Nous présenterons des exemples de cas où les technologies Blockchain changent les interactions sociales dans le secteur des réseaux sociaux et médias numériques. Nous terminerons par quelques étapes sur comment les coopératives et les entreprises d'économie sociale pourraient s'y prendre pour tirer profit de cette révolution Blockchain, qui est en marche.

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**Joshua Noble**, Student, University of Saskatchewan

### **Federalization at Innovation Credit Union: Understanding Decision-Making through Prospect Theory**

Innovation Credit Union Saskatchewan's first credit union to pursue a federal continuance. The federal continuance will move Innovation from provincial regulation to federal regulation, allowing the credit union to expand business operations across Canada. However, this path is not without substantial risks, including six acknowledged by Innovation: liquidity, expansion, compliance, managing growth, third-party relationships, and regulatory approvals. Using prospect theory as a lens, this paper contends that Innovation was in a domain of loss and therefore predisposed to make a risky choice. This domain of loss is revealed by investigating status quo and aspirations as reference point. Analysis of corporate communications, institutional vision and mission, and assessment of membership and trade area are all presented as evidence for the domain of loss. The paper further investigates possible ramifications and lessons for credit unions in similar situations.

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**Sonja Novkovic**, Dr., Economics Professor and Academic Director, Saint Mary's University

### **Humanistic management in the co-operative context**

Management and governance theory and practice in organizations have been informed by the "economistic paradigm" (Pirson 2017), assuming opportunistic behaviour driven by financial incentives. Corporate objective function under this paradigm reflects the notion that capital ownership trumps all other stakeholder interests. Separation of ownership and control in corporations gave prominence to the principal-agent relationship in economics and finance, which penetrated numerous fields of social science. New ways of looking at organizations informed by other fields of inquiry (sociology and psychology in particular) have been emerging in the past few decades. The paper considers the humanistic management paradigm (Pirson 2017), and intends to conceptualize collective decision-making, ownership and control within the humanistic perspective. Some argue that humanistic management is about individual autonomy as much as the economic paradigm has been. The paper will discuss collectivism and human dignity as the pillar of cooperative entrepreneurship and organization.

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**Chijioke Nwankwo Okoro**, PhD, Senior Lecturer, Department of Cooperative Economics and Management, Imo State Polytechnic

**Chioma Grace Chijioke-Okoro**, Lecturer, Department of Cooperative Economics and Management, Imo State Polytechnic

**C. J. C Akubuilu**, Professor, Department of Cooperative Economics and Management, Nnamdi Azikiwe University

### **Socio-economic Analyses of the Sustainability of Cooperative Businesses in Imo State, Nigeria**

This study analyzed the socio-economic factors influencing sustainability of cooperative businesses in Imo state of Nigeria. It was necessitated by high mortality rate of Nigerian Cooperatives, where most of the cooperatives have gone moribund and many dwindling in the same direction. To this end their presence is sparingly noticed in contributing their traditional role to economic development. To make the study feasible sustainability was decomposed into social and economic determinants with the indicators as cooperative resilience and profitability respectively. The researcher formulated two objectives that guided the study thus: “to assess the influence of social factors on cooperative resilience in the communities and to assess the influence of economic factors on profitability of cooperative businesses. The study employed a survey design and used a multi-stage sampling technique to select 450 respondents for the study. Descriptive statistical tool was used to analyze the research questions, while regression model was used to test the formulated hypotheses respectively. From the results, it was established that social and economic factors have significant influence on the sustainability (resilience and profitability of the cooperatives) of the investigated cooperative businesses in the study area, evident by the F-ratios which measures the overall significance of the independent variables to the dependent variables thus: 352.045 significant at 0.000 and 201.608 significant at 0.000; respectively. From the findings, the researchers conclude that the core strength of cooperative sustainability in the study area, in terms of resilience and profitability, lies in social and economic factors, and; recommended a public mobilization and sensitization programme by the cooperative department of the government on real cooperative ideology and promotional procedures; and for the cooperatives, a diversification of their product mix, and consequent expansion of business volume to compete favourably with other investor-owned firms.

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**Jimmy Peixe Mc Intyre**, PhD, professeur-chercheur, Universidade Federal Rural de Pernambuco

**Emanuel Sanpaio Silva**, Dr., professeur-chercheur Universidade Salgado Oliveira

### **Analyse du modèle d'innovation des coopératives de santé UNIMED**

L'étude vise analyser l'innovation organisationnelle de deux coopératives brésiliennes de santé. Depuis 2015 les coopératives UNIMED de Belo Horizonte et de Porto Alegre ont commencé des processus d'innovation impliquant autant des entreprises d'investissement et technologiques. On a mis en place une étude de cas exploratoire interprétative (Yin, 2001), à partir une revue de littérature (Mc Intyre, Prévost & Silva, 2013). Les évidences sont venues des analyses des documents et des entrevues semi-structurées. L'analyse de contenu nous a montré un processus en trois étapes: pré-développement, déploiement et mise en place. À chaque étape on a pu mettre en relief les quatre dimensions analysées: politique-administrative, communication, articulation et coordination. On a conclu que les résultats nous ont permis établir les principales caractéristiques du processus et aussi une claire vision sur les éléments nécessaires pour la réplique du modèle.

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**Jimmy Peixe Mc Intyre**, PhD, professeur-chercheur, Universidade Federal Rural de Pernambuco

**Sandra Suely Soares Bergonsi**, Professeure, Universidade Federal do Paraná

**Emanuel Sanpaio Silva**, Dr., professeur-chercheur Universidade Salgado Oliveira

### **Construction de la méthodologie et de la stratégie d'incubation de coopératives**

L'objectif de l'étude est de présenter les aspects méthodologiques du processus d'incubation des coopératives de deux universités brésiliennes: l'Université Fédérale Rurale de Pernambuco et l'Université Fédérale du Paraná. On a choisi une étude descriptive multi-cas en raison de la possibilité d'établir des liens entre les faits dans un continuum de espace et temps, par répétitions ou incidences (Yin, 2001). Les résultats ont mis en évidence des points de coïncidence et des compléments théoriques, méthodologiques et stratégiques dans la gestion de l'incubation des coopératives. En ce qui concerne les aspects théorico-méthodologiques, étaient basés sur l'économie solidaire de Singer (2002, 2003, 2004 et 2005) et dans la pédagogie de Paulo Freire. On a été observé dans le projet des deux universités, une articulation dans la stratégie méthodologique dans les étapes de pré-incubation, d'incubation et de désincubation des coopératives. On a également été observé des convergences dans la formation des connaissances dans le processus de formation des

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gestionnaires. Enfin, nous concluons des résultats à l'existence d'une convergence théorique, méthodologique et stratégique dans le projet pédagogique des incubateurs, ainsi que dans la gestion et la gestion partagée des entreprises.

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**Tim Petrou**, Solicitor / General Counsel - Ontario  
**Hendrik Stapel**, Technologist

### **Platform Co-operativism in Primary Medical Home Care: a made in Ontario Approach**

The growing momentum of platform co-operativism resulting from the intersection of advances in social technologies and the ever present need for communities to strive towards collective advancement, provides the backdrop against which this study shall be observed. First, we develop a business model with, at a minimum, two user types each having distinct user requirements for access to a common pool resource. We locate our prospective venture in Canada, or more specifically Ontario's health care system for the purposes of the initial launch of this program. Operating within a provincially funded, single-payor health care system, affords the ability to isolate economic variables and focus the analysis on assessing the equitable and efficient use of this public, or common resource. Through implementing a commons-based analytic framework as the central methodology, we assess the potential gains in efficacy and feasibility of a multi-stakeholder service co-operative in the primary health care space. This study puts forth the proposition that the values inherent to co-operative enterprise provide an optimal business model framework to effectively engage with the problematic of the commons, insofar as public resource distribution is left to private management.

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**Marc-André Pigeon**, Strategic Research Fellow in Co-operatives, Centre for the Study of Co-operative, Assistant Professor, Johnson Shoyama School of Public Policy, University of Saskatchewan

### **Fully Insured: Interpreting Saskatchewan's Deposit Insurance Scheme Using Ostrom's Design Principles**

On a global scale, Canada was an early adopter of deposit insurance policies. Saskatchewan credit unions led the way by introducing a self-regulated unlimited deposit insurance scheme in 1953 that was widely copied in other western provinces and across North America. Now in its 66th year, it is one of the world's longest-running schemes and one of the few that has never had its insurance fund depleted. This is remarkable given that economic theory would predict that by now, the "unlimited" nature of the protection should have created serious problems with moral hazard, the idea that insuring against a given risk changes behaviour in a way that increases the likelihood of the risk. We propose to use Eleanor Ostrom's eight principles for governing the commons to help understand the introduction of Saskatchewan's scheme, its persistence and remarkable success but also to speculate about its future given large structural and other changes confronting the credit union system.

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**Ashish Krishna Pillai**, Graduate Assistant and PhD Student, University of Toronto

*Panel: The Co-op Convert Project, Year 1: Mapping the Potential of Converting Workplaces and Community Spaces to Co-operatives*

### **Cooperative Development and Business Conversion to Cooperatives: Deconstructing Enabling Environments**

The paper identifies themes and factors that make up the enabling environment for cooperative development in general and businesses conversions to cooperatives (BCCs) in particular. The paper then examines the emerging model of enabling environments in the context of successful BCCs in Canada. Drawing from the concept of 'enabling environments as growth ecosystems' (Hoover & Abell, 2016), the paper analyses data that includes scholarly and grey literature on cooperative development strategy around the world. Emergent themes are then synthesised into a model of enabling environments and examined in the context of two successful Canadian BCCs – Battle River Railway in Alberta and Aaron Theatre in Ontario. The study ultimately hypothesises that factors promoting the development of cooperatives and BCCs have significant overlaps, clustering into three overarching themes or dimensions of enabling environments – Political Support, Social Capital, and Knowledge Resources – as illustrated by the Battle River Railway and Aaron Theatre case studies.

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**Camila Piñeiro Harnecker**, Professor, University of Havana

### **Worker Cooperatives and their Contribution to Local Development. Proposals to Materialize their Potential**

This paper evaluates the contribution of the new around 300 non-agricultural cooperatives to local development in Cuba based on the analysis of statistical data, a survey and case study. It starts with a summary of the theoretical arguments about cooperatives' potentials in that regard, as well as their limitations. This analysis has implicit the understanding of cooperatives as a particular type of entrepreneurship characterized by its collective democratic management and other

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universal cooperative principles. It is argued that for them to really contribute to local development, it is necessary to count with an institutional framework that allows to democratically identify or agree on social interests, design strategies to achieve them and control their implementation. It concludes proposing measures to facilitate that these socioeconomic organizations materialize their potential and overcome their limitations to contribute to local development.

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**Lucie Ouédraogo/Zango**, Chercheure, Groupe de travail Indépendant pour la Redynamisation du Mouvement Coopératif et Mutualiste au Burkina Faso

**Youssoufou Traoré**, Chercheur, Groupe de Travail Indépendant pour la Redynamisation du Mouvement Coopératif et Mutualiste au Burkina Faso

**Halidou Sinare**, Chargé du Suivi, Coopérative de Production Artisanale des Femmes de Ouagadougou

### **Contribution de l'entrepreneuriat coopératif au bien-être familial au Burkina Faso: cas de la coopérative de production artisanale des femmes de Ouagadougou (COPAFO)**

La COPAFO est un outil de promotion de l'entrepreneuriat coopératif féminin en milieu artisanal. L'objectif de la présentation est de faire connaître la COPAFO et sa contribution au développement des métiers de l'artisanat, à partir d'une étude de cas appuyée d'une présentation vidéo. La COPAFO est une coopérative qui a bravé toutes les adversités pour subsister durant 34 ans. Elle contribue à la promotion du métier de l'artisanat par la création d'emplois pour les femmes et les jeunes filles et la promotion du pagne traditionnel/tissu local. Elle affiche une vie associative et une dynamique organisationnelle qui concourent au développement de la chaîne de valeur (production, transformation, commercialisation, consommation). Malgré l'autonomie financière dont elle jouit, comme toute organisation, elle fait face à des difficultés et à d'importants défis. Toutefois, les perspectives présentent un avenir prometteur.

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**Lucie Ouédraogo/Zango**, Chercheure, Groupe de travail Indépendant pour la Redynamisation du Mouvement Coopératif et Mutualiste au Burkina Faso

**Rock Donatien Nagalo**, Praticien, Société Coopérative de Solidarité Nationale

**Youssoufou Traoré**, Chercheur, Groupe de Travail Indépendant pour la Redynamisation du Mouvement Coopératif et Mutualiste au Burkina Faso

### **Contribution de l'entrepreneuriat coopératif au développement économique du Burkina Faso: cas de la société coopérative de solidarité commerciale (SOCSOCOM)**

La présentation aborde le processus de développement entrepreneurial de SOCSOCOM et sa contribution à l'économie du Burkina Faso, à partir d'une étude de cas appuyée d'une présentation vidéo. La Coopérative de Solidarité commerciale du Burkina poursuit un but ultime qui est de faciliter de l'accès des commerçants au financement et contribuer au-delà à réduire l'incivisme fiscal. D'un rayonnement national et organisée en réseau avec des organisations à la base, elle est l'expression de la dynamique entrepreneuriale du pays. En témoigne son projet de construction d'une centrale solaire de 150 mégawatts pour pallier le déficit énergétique que rencontre le Burkina Faso et ce, avec l'accompagnement d'un consortium de partenaires occidentaux et africains. Avec un capital de 100 milliards FCFA souscrit à sa création (environ 200 millions \$US), la SOCSOCOM malgré sa jeunesse est certainement l'une des plus fortes coopératives du pays, offrant des opportunités de renforcement de capacités, une meilleure organisation et professionnalisation des commerçants, et contribuant à l'amélioration de leurs revenus et au développement des communes et villages.

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**Siaka Ouédraogo**, Chercheur, Coopérative Burkinabè de l'Habitat

**Tièfa Somé**, Chercheur, Coopérative Burkinabè de l'Habitat

### **Femmes et coopératives d'habitat au Burkina Faso**

La présentation vise à analyser les enjeux économiques et sociaux de la participation des femmes dans les coopératives d'habitat au Burkina Faso. Dans le cadre de la présente recherche, des données secondaires ont été collectées à travers une lecture de plusieurs documents qui ont permis d'avoir des informations sur le thème. Pour la collecte des données primaires une méthode mixte a été utilisée pour avoir des données quantitatives et celles qualitatives. A cet effet, un questionnaire et une grille d'entretien sont en train d'être administrés auprès de plusieurs acteurs. Par rapport à l'analyse des données, le logiciel SPSS sera utilisé pour les données quantitatives. Par rapport aux données qualitatives, une analyse thématique sera faite. Les données déjà collectées, bien que n'ayant pas été totalement analysées, elles nous montrent qu'il y a plusieurs enjeux par rapport à la participation des femmes aux mouvements coopératifs d'habitats au Burkina Faso.

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**Colombia Perez Muñoz**, Universidad Cooperativa de Colombia  
**Hans Cediél Morales**, Universidad Cooperativa de Colombia  
**Edna Esteban R.**, Universidad Cooperativa de Colombia

### **Educación para el emprendimiento solidario y la Innovación Social**

La Educación Superior y la Economía Social Solidaria tienen un punto de confluencia en el emprendimiento solidario y la innovación social. Las agendas de desarrollo de ambas vertientes demandan propuestas que conduzcan a la transformación social en los territorios; se habla de una educación superior con calidad y pertinencia que permita a la comunidad universitaria hacer aportes efectivos para el desarrollo sostenible; a su vez, desde la economía social solidaria se reitera la importancia de que sus empresas sean económica, financiera y ambientalmente sostenibles lo cual no es siempre posible por la falta de formación y visión empresarial de sus actores. En este contexto se presenta la experiencia de la Universidad Cooperativa de Colombia donde los estudiantes de todas las carreras participan en cursos y experiencias relacionadas con la realidad, la teoría y el proyecto de la economía social solidaria aportando buenas prácticas y aprendizajes sobre el emprendimiento y la innovación social que aporta a la conexión generacional tan necesaria para el sector.

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**Maia Poulin**, Conseillère en développement collectif, Niska  
**Matthieu Piegay**, conseiller en développement collectif, Niska

### **Construire un partenariat d'affaire**

Fort de ses 4 années d'expérience de coopération, nous souhaitons présenter comment Niska et Accolades ont réussi le pari d'un partenariat de sens et d'affaire entre le Québec et la France. Il s'agira de mettre en lumière les défis auxquels les deux organisations ont été confrontées pour faire vivre une coopération durable. Le développement d'affaire, les pratiques de gouvernance et les bonnes pratiques en service conseil seront présentés comme les piliers de la réussite de cette coopération. L'interculturalité sera également un axe fort de notre présentation. Différents exemples permettront d'illustrer précisément les mécanismes qui ont été mise en oeuvre entre les deux équipes pour faire vivre la coopération.

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**Gregor Rabong**, Researcher, University of Economics and Business, Research Institute for Cooperation and Cooperatives

### **Rural versus urban - A Comparison of the Perception of Credit Cooperatives Operating in Different Environments**

Because of the relations between cooperatives and local inhabitants that developed over decades, especially in Austrian rural areas the economic, cultural, emotional and social vicinity to credit cooperatives situated in the region might be very pronounced. In more densely populated and more urban regions, the connection between credit cooperatives and customers might not be as closely and intertwined, which might lead to different degrees of approval of credit cooperative measures, depending on the degree of urbanization of the operating area of the cooperative. Therefore, this paper aims to uncover differences in the perception of Austrian rural and urban credit cooperatives from their members' and non-member customers' perspective. To this end, two datasets were employed that were surveyed in one urban credit cooperative in 2016 and three rural credit cooperatives in 2019. In the statistical analysis of the data, a cross-table was used to contrast the knowledge on the personal membership status of members and non-member customers. Furthermore, customers of both credit cooperative types were asked to rate specific measures of "their" credit cooperative according to their approval, the results of which were checked for statistically significant deviations with a Student's t-test. Last but not least, the existence of a uniform value core that is independent from the regions' degree of urbanization was scrutinized. The according analyses uncovered that: (1) Knowledge on the membership status is lower in rural areas, also because non-member customers fail to diversify between a longstanding customer relationship and the true membership. (2) Differences in the approval of specific credit cooperative actions between rural and urban credit cooperatives exist, probably because of the role of credit cooperatives as local financiers of social measures and sponsors local clubs. (3) A uniform value core that prompts the same latent dimensions along which customers retrieve benefits can be observed that is independent from the regions' degree of urbanization. The paper is limited in form of that only 133 responses of the ongoing survey on rural credit cooperative were available for the analysis on the data extraction date (April 1, 2019).

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**Peter Ranis**, Professor Emeritus of Political Science, Graduate Center, City University of New York

### **Worker Cooperatives: Creating Default Alternatives to Predatory United States Capitalism: From Worker Succession Policies to Implementing Eminent Domain**

Though Marx viewed cooperatives favorably in *Capital*, Vol. I and *Civil War in France*, he also recognized in *The 18th Brumaire of Louis Bonaparte* that the state was no longer an exact reflection of all bourgeois interests as he and Engels had earlier depicted in *The Communist Manifesto*, when they wrote of the state as simply “the executive committee of the bourgeoisie.” It is this modicum of separation that allows in our time during the continual irrationality of capitalism to make room for the necessary alliance between portions of the state, whether national, provincial or municipal, with the working class. Since the Bonapartist and Bismarckian advent, we can observe elements of the state as the potential provider and purveyor of capital on behalf of working-class interests as much as solely the representative of the capitalist class.

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**Darryl Reed**, Professor, York University

### **Collective Entrepreneurship and Regional Economic Development. The Case of Norandino**

This paper examines how co-operatives can develop and implement collective entrepreneurship as means for promoting regional economic development. It does so by examining the case of Norandino, an agricultural co-operative in Northern Peru with more than 6000, that operates in a variety of different product markets. More specifically, the paper will examine four areas of innovation: (1) the organizational design of Norandino, which includes its close partnership with a development NGO through which it is able to participate in (membership training and education, government relations, networking and partnership development, etc.); (2) its mutual relationships with other co-operatives in the region, in which it has supported the development of other co-operatives through the creation of services which allow for its own growth; (3) its mutual relationships with Northern co-operative, which have supported its ability to move into processing and opening up new product markets, and; (4) its relationships with other Southern co-operatives involved in fair trade, in which it has played a leadership role in the development of a small producer co-operative regulatory system. The paper will indicate how these areas of innovation have enabled Norandino to grow: (1) horizontally (incorporating new members and becoming one of the largest fair trade co-operatives); (2) vertically (moving into processing, distribution and (domestic) retail), and (3) transversally (developing new co-operative enterprises in different sectors, which support a more diverse local economy).

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**Rory Ridley-Duff**, Dr. Professor of Cooperative Social Entrepreneurship, Sheffield Hallam University

### **Cooperative Social Entrepreneurship**

The rise of social enterprise (SE) offers significant opportunities for cooperative education and cooperative social entrepreneurship (CSE). In England, it has specifically cooperative origins dating back to 1979 at Beechwood College (Leeds). By the 1990s, worker cooperatives and development agencies were collaborating to create SE support organisations and regional agencies. This paper adds to Macpherson’s (2015) arguments for cooperative studies in management education. The case examples show that the rise of SE creates opportunities in university courses to enrich discussions of the history of cooperatives and their organising principles. To take advantage of that opportunity, scholars first need to accept two arguments: that cooperators built important parts of the SE movement; that cooperative practices within the wider SSE are integral to new cooperativism (Vieta, 2010).

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**Rory Ridley-Duff**, Dr., Professor of Cooperative Social Entrepreneurship, Sheffield Hallam University

**David Wren**, Dr., Senior Lecturer in Responsible Business, Sheffield Hallam University,

**Maureen McCulloch**, Senior Lecturer, Accounting, Oxford Brookes University

### **Wealth, Social Enterprise and the FairShares Model**

This paper explores the alignment of social enterprise (SE) and sustainable development (SD) through application of the FairShares Model in co-operative development (CD). We argue for a switch from the metaphor ‘capital’ using by the International Integrated Reporting Council (IIRC) in favour of ‘wealth’ in the FairShares Association’s paper on six forms of wealth (natural, human, intellectual, social, manufactured and financial). Using findings from an EU project (based on the case of Resonate Co-operative Ltd) we explore how the FairShares Model operationalises co-operative principles through enfranchisement of multiple stakeholders (open membership), alterations to the distribution of wealth and power (member economic participation, democratic member control), and the realisation of sustainable development goals

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(concern for community). Rewarding different forms of wealth contribution with membership not only makes dependencies more visible, it suggests that new co-operativism bridges the fields of SE and SD.

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**Arielle Romenteau**, Cooperatives Europe  
**Jeffrey Moxom**, International Co-operative Alliance  
**Carlos Gonzalez**, Cooperatives of the Americas

### **Cooperatives and the ICA-EU Partnership: Bridging the Gap Between Youth and the Cooperative Movement with Practitioner Thematic Research on Youth**

With an aim to consult and include the views of young people and considering the crucial role that youth and cooperatives can play for inclusive growth and sustainable development, a thematic research on how cooperatives can support young people is currently led within the ICA-EU partnership for development, conducted in a harmonised way by all ICA offices with a common methodology. The Youth research aims to provide insights on which key challenges youth are facing; if and how cooperatives can help to address them; how cooperatives can reinforce their support to young people; and which specific mechanisms, capacity-building initiatives and targeted actions can empower young cooperators. This paper outlines the central elements of this research, including key ways in which cooperatives may contribute to empower young people, as well as recommendations as to how this support can be improved. The expected output of this research is a global report, featuring a detailed snapshot and analysis of the diverse challenges and opportunities facing young people around the world. Regional results will help to identify wider global trends, to be captured in the final document. The survey results and data will be combined and organised around a number of themes, such as employment, entrepreneurship, or gender, and supplemented with the secondary literature review. This research will be a useful resource for key cooperative stakeholders including decision-makers and young cooperators. This can help to bridge the gap toward the cooperative movement and demonstrate the benefits of the cooperative model for those less familiar with its potential. Conclusions, including recommendations, will help to identify good practices and supporting tools, strengthening links between youth and the cooperative movement.

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**Jocelyne Rouleau**, Directrice générale, Confédération québécoise des coopératives d'habitation (CQCH)  
**Jacques Leclerc**, Directeur général adjoint, Confédération québécoise des coopératives d'habitation  
**Me François Frenette**, Notaire et professeur émérite, Université Laval, CQCH

### **Le Fonds Coop Accès Proprio: une innovation pour du logement abordable**

La Confédération québécoise des coopératives d'habitation (CQCH) agit depuis trente ans comme chef de file en matière de protection et de préservation du parc immobilier coopératif au Québec. Ce parc de coopératives d'habitation est constitué essentiellement de coopératives locatives à possession continue. Comme les besoins des clientèles ont évolué, que les prix des terrains ont augmenté au Québec beaucoup plus rapidement que les revenus des ménages, le Québec affiche un taux d'accession à la propriété de 61% comparativement à la moyenne canadienne qui se situe à 69%. Pour s'attaquer à cette problématique, la CQCH a fait preuve d'entrepreneuriat en proposant un modèle innovateur de coopératives d'habitation : la coopérative à capitalisation individuelle qui permettra aux membres d'acheter un droit d'usufruit, c'est-à-dire le droit d'user et de jouir d'une unité d'habitation au sein de la coopérative, et ce, à l'abri de la spéculation immobilière. Cette formule permettra à des ménages à revenu moyen d'épargner plutôt que de payer un loyer. Une des particularités de ce nouveau modèle qui offrira des unités à un coût abordable prend assise sur les valeurs coopératives et permet de maintenir, dans le temps, une offre abordable en conservant le même pourcentage d'écart lors de l'achat initial des droits d'usufruit. La présentation portera sur les trois principaux aspects du modèle à savoir : (1) l'historique et les paramètres sociaux sous-jacents : l'historique de développement du modèle, les besoins réels, la clientèle visée et le but recherché, les valeurs auxquelles le modèle doit répondre; (2) la mécanique juridique du modèle : le cadre juridique (droit superficiaire), les contraintes de la copropriété versus la Loi sur les coopératives, le démembrement du droit de propriété, les obligations des parties; et (3) le financement du modèle : la capitalisation du Fonds, le cadre financier du projet, l'évolution des valeurs et la revente des droits d'usufruit, la pérennité financière du Fonds.

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**Nik Rowston**, CEARC, Saint-Mary's University  
**Fiona Duguid**, CEARC, Saint-Mary's University  
**Daphne Rixon**, Associate Professor, Saint Mary's University

### **Co-operative Sustainability Performance Measurement: Connecting the Principles and the SDGs**

The objective of this research is to examine the extent to which the Co-operative Principles are compatible with sustainability goals/outcomes (using the UN Sustainability Development Goals (SDG's) as a proxy) and to assess the utility of such in developing a reporting model that better illustrates the advantages of the co-operative model. This is accomplished by reviewing the literature on co-operative competitive advantage, on sustainability and Corporate Social Responsibility (CSR) reporting, and on organizational values implementation/models. From this we determined a conceptual model of values alignment and impact measurement reporting for co-operative organizations. This study is important as it begins to address the lack of co-operative specific social, environmental and co-operative measures and reporting. It also brings together a number of different areas of research and application to deliver a comprehensive model of reporting that should be evaluated in future research.

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**Claudine Samson**  
**Hélène Turcotte**, Directrice régionale, CDRQ Estrie  
**Arianne Tessier**

### **Le canevas du modèle d'affaires adapté aux coopératives en démarrage**

Le canevas du modèle d'affaires a été développé afin de permettre aux entreprises en démarrage de valider la faisabilité de leur projet. Ce canevas favorise les échanges avec le milieu et les clients potentiels. Dans le cas d'une coopérative, les clients peuvent être les membres à l'origine du projet, ce qui change la manière d'entrer en contact avec eux. Les partenaires clés identifiés dans le canevas sont bien plus que des fournisseurs, ils sont la preuve de leur ancrage dans le milieu. Par essence, une coopérative est issue d'une réponse à un besoin. Le canevas du modèle d'affaires s'applique donc différemment. Dans cette table deux accompagnateurs issus du milieu de développement de l'Estrie vont vous partager leur vécu accompagné d'une coopérative qui a testé cet accompagnement.

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**Wayne Schatz**, Practitioner, The Co-operators Group Limited  
**Sandra Dawe**, Practitioner, The Co-operators Group Limited  
**Wendy Carruthers**, Practitioner, The Co-operators Group Limited

### **A cure for what ails you. Seizing co-operative identity from the jaws of isomorphism**

Graduates of the Master of Management – Co-operatives and Credit Unions (MMCCU) program at Saint Mary's University in Halifax, Nova Scotia, Canada present and discuss the major themes and learnings from their Final Research Projects, including their successes, challenges and opportunities in applying those learnings in their co-operative, The Co-operators Group Limited and beyond. Focused on the general theme of preserving and enhancing co-operative identity, topics covered will include:

- High risk, high probability. Isomorphism and what can you do about it (Wayne Schatz);
- Co-operative leadership behaviour: It all starts here (Sandra Dawe);
- Co-op business is good business: Building a unique co-operative value proposition (TBD); and
- Co-operative identity: The vital importance of robust member relationships and sound co-operative governance (Wendy Carruthers).

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**Michel Séguin**, Professor, Université du Québec à Montréal

*Panel: Market, justice, and the cooperative as a political institution?*

### **Agency Theory and Democracy: A Critical Analysis of the Deontological Application of Democratic Principles Within Cooperatives**

This presentation proposes an analysis of the goals of many cooperatives and the possibility to achieve these goals given the specificities of their governance structures. The analysis will be rooted in agency theory and the postulate that there is a conflict of interest between the owners of the means of production of a cooperative (the principal) and its team of top executives (the agents). This postulate suggests that the board of directors must be composed of a majority of external members (that are not among the group of top executives) and that their main role is to ensure that the top executives will

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serve the interests of the owners. Building on a case study, this presentation will show that external board members are also prone to conflicts of interest, and that the application of democratic principles will increase the proportion of board members that are not committed to the goals of the cooperative.

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**Majdi Ben Selma**, Professeur, ESG UQAM  
**Martine Vézina**, Professeure, HEC Montréal,  
**Damien Rousselière**, Professeur, Agrocampus Ouest  
**Luc K. Audebrand**, Professeur, Université Laval

### **La gestion des synergies dans un contexte de diversification d'activités de la coopérative agro-alimentaire : une approche par les micro-fondations**

Cette étude est une réflexion théorique et empirique visant à proposer un cadre d'analyse des micro-fondations de la capacité à gérer les synergies dans le cadre d'une stratégie de diversification des coopératives agroalimentaires. Nous mobilisons l'approche par les micro-fondations en management stratégique et la théorie des ressources comme approches théoriques alternatives aux travaux économiques classiques sur la diversification d'activités. Ce cadre d'analyse permet de considérer la contribution des aptitudes et caractéristiques individuelles, des processus et mécanismes de coordination ainsi qu'au structures organisationnelles, à la génération de synergies. À la lumière des pressions exercées par les entreprises multinationales, plus agressives et fortement internationalisées, les préoccupations territoriales, environnementales et sociétales, les CAAA ramènent à leur agenda stratégique la question de la diversification de leurs activités, notamment vers des secteurs prometteurs (énergies alternatives). Cette stratégie s'inscrit dans le cadre d'une perspective de développement d'activités en soutien à celles du membre, et ce dans une logique davantage territorialisée. Or, les résultats des travaux sur les CAAA issus des sciences économiques demeurent mitigés quant à la création de valeur de la diversification. De plus, les faillites de certaines CAAA diversifiées (FultonetLarson, 2009), notamment au Canada, ne sont pas sans raviver le débat autour de ce mode de croissance. La majorité de ces travaux adoptent une approche macro-organisationnelle. Toutefois, la compréhension des phénomènes au niveau macro en référence à d'autres phénomènes au même niveau est problématique et fournit peu d'informations sur la nature de l'intervention managériale requise. Ainsi, il est difficile pour les praticiens de comprendre et d'évaluer la valeur des synergies lorsqu'ils cherchent à se diversifier. Force est de constater que la perspective des micro fondations n'a jamais été mobilisée dans l'étude de la diversification. Ainsi, ce travail tente de comprendre comment les micro-fondations interagissent pour développer une compétence dans la gestion des synergies, permettant ainsi d'influencer positivement la diversification. Notre travail, a pris la forme d'une étude de cas longitudinale d'une CAAA diversifiée.

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**Maria Luiza Lins e Silva Pires**, Professor at the Education Department, Universidade Federal Rural de Pernambuco

### **Changements organisationnels et technologiques du coopérativisme agricole au milieu de la concurrence et de la sophistication des processus de production**

Cette étude analyse le coopérativisme au milieu de la concurrence sur les marchés, de la sophistication des processus de production, en soulignant les changements organisationnels et technologiques qui leur permettent de suivre les tendances au cours du temps. Quelles sont les stratégies utilisées par les coopératives pour répondre à un temps social marqué par une forte compétitivité et par la sophistication de la consommation ? Pour répondre à cette question, cette étude a choisi la Coopérative Agricole Juazeiro da Bahia, Nord-Est du Brésil et la Citadelle Coopérative de Producteurs de Sirop d'Érable, à Plessisville, Québec, Canada. La formule trouvée par les gestionnaires de ces coopératives pour les sauvegarder au cours du temps consiste à penser la coopérative de façon stratégique et à proposer des alternatives pour les scénarios possibles. Bien que par des chemins différents, les coopératives analysées ont révélé des possibilités contenues dans les pratiques de coopération pour surmonter les crises, conquérir de nouveaux marchés et redimensionner l'entreprise collective de façon permanente. La pertinence de cette étude consiste à situer, selon une approche sociologique, la capacité des coopératives agricoles de, dans des contextes différents, rattraper son retard dans le temps, rompre avec les modèles traditionnels de production et diversifier la production pour répondre à la sophistication croissante des marchés mondiaux.

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**Tiefa Some**, Praticien, Coopérative Burkinabè de l'Habitat

**Lucie Ouédraogo/Zango**, Chercheure, Groupe de travail Indépendant pour la Redynamisation du Mouvement Coopératif et Mutualiste au Burkina Faso

**Youssoufou Traoré**, Chercheur, Groupe de Travail Indépendant pour la Redynamisation du Mouvement Coopératif et Mutualiste au Burkina Faso

### **Contribution de l'entrepreneuriat coopératif à l'accès des populations aux logements décents au Burkina Faso: cas de la société Coopérative Burkinabè de l'Habitat (CBH)**

La présentation vise à faire connaître la CBH comme première initiative d'autopromotion immobilière au Burkina Faso, à partir d'une étude de cas appuyée d'une présentation vidéo. La CBH a bravé un défi hautement social face aux adversités du secteur immobilier classique. Ses membres affichent ainsi une dynamique hors pair dans l'animation de la vie de la coopérative caractérisée par une offre des produits adaptés réduisant au maximum les difficultés et charges des populations en matière d'accès à un logement décent, à l'énergie et à l'eau. Cela a été possible grâce à la bonne convergence des visions constatée des membres, traduisant une meilleure cohésion de ces derniers. La mauvaise expérience de la CBH avec une banque de la place, est le choc qui a forgé son autonomie financière. Des difficultés et des défis majeurs certes, mais des perspectives encourageantes, tels sont les autres constats que l'on retient.

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**Chris Sones**, Research Assistant, University of Winnipeg,

**Simon Berge**, Assistant Professor, University of Winnipeg,

### **Crafting a Co-operative Environment: Microbreweries Co-operating in Manitoba**

The main objective of this paper is to present an exploration of the Manitoba brewing sector to understand the marketing and operational challenges and opportunities for co-operation among microbrewers in the province. The methods employed were a literature review, jurisdictional scan and key informant interviews with microbrewers. An analysis of the marketing utilizing the marketing mix 4 P's (product, price, promotion and place) will be presented (Kubicki, 2015). Analysis of the microbrewery's current supply chain, financial ratios, and potential for vertical integration (Zanotti, Reyes, & Fernandez, 2018). The paper will conclude with an outline of a seconded tier service co-operative for the microbrewing sector in Manitoba that could provide efficiencies in marketing and operational management.

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**Danny Spitzberg**, CoLab Cooperative

### **Investing in Co-ops Without Weakening their Internal Democracy**

A new wave of entrepreneurs and investors are curious about co-ops, seeing value in the principles and models. Yet halfway into "the Cooperative Decade," we see a need to support a new generation of co-op ventures. In collaboration with the International Cooperative Alliance, we conducted research that asked, How might we build a capital gateway to better serve co-ops? This report presents our research on how we can accelerate startup co-op ventures, beginning with mentorship and educational around strategic financing, and moving to foster innovation in the sector. Our research concluded that we need a group of mentors & advisors, focusing on a dozen or so deals for projects, to model the kind of platform we might build. We also found that accelerating startup co-ops - and pulling in new participants - is essential to changing the narrative in and around our movement. Most importantly, for a direct look at how we can put this research into action and create value for co-ops, see how it's getting going in the form of [www.start.coop](http://www.start.coop) -- a US-based accelerator program launching in January 2019.

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**Ivan Steenkamp**, Researcher, North West University

### **Towards A Conceptual Governance Framework for Co-Operative Financial Institutions (CFI's) In South Africa**

The goal of this research is to investigate various ways to improve governance quality of South Africa's nascent financial co-operatives. The proposed research will extend our understanding of Co-operative Financial Institution (CFI) governance and discuss how it can be used to safeguard the co-operative formation in South Africa. The goal of this research is to investigate various ways to improve governance quality of South Africa's nascent financial co-operatives. The proposed research will extend our understanding of CFI governance, and discuss how it can be used to safeguard the co-operative form. We intend to develop a conceptual framework through 'pathways' that extend existing co-operative governance concepts and theories to the South African context. The CFI's, both current and envisaged will be analysed using the conceptual framework to understand the balance in their different governance components and the links to performance in their different areas of activity. This will involve a qualitative in-depth study focused on understanding the perspectives of research participants, using a wide range of participatory methods as well as semi-structured

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interviews. The achievement of the objectives will benefit both businesses, in this case CFI's and academia. This study will help to promote capacity development of South Africa's CFI's and enhance governance processes of CFI's, through the Co-operative Bank Development Agency (CBDA). This study will attempt to make a contribution to the body of knowledge towards a conceptual governance framework for Co-operative Financial Institutions (CFI's) in South Africa, but the researcher could only find limited research on the topic as it pertains to the South African Co-operative Financial Institutions sector. The commissioning of this study will take place during the start of the 2019 academic year and should be completed by 2021.

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**Aleksandra Szaflarska**, Wilfrid Laurier University

### **Participatory Governance in Conservation: Exploring the Links to Conservation Outcomes**

Many have argued that the Anthropocene (or Capitalocene) can be understood as an opportunity to engage with questions about the 'right' ways to live in the world. In this new inquiry, we must embrace some uncertainty and support the diverse practices of communities as they respond in their own ways to biodiversity decline, climate change, and environmental degradation. This localization has added depth and diversity to conservation practice and our understanding of socio-ecological systems. Taking stock of current trends in conservation, political ecology, and resource governance, this paper presents a conceptualization of a way forward that investigates and integrates this interplay. The aim of this work is to provide an overview of the relationship between participatory community governance practices within the conservation sector and the achievement of conservation goals. There is a certain irony in calling for a return to locality and community in a world increasingly connected –especially in the face of a threat the magnitude of climate change. We have seen large scale interventions fail and so we approach large scale issues with interventions at a different level, making room for new geographical imaginings. Global case studies examining the conservation implications of community decision-making are collected and compared. Ultimately, it finds that when deep engagement with community takes place, this often results in beneficial outcomes for conservation benchmarks. By providing such an overview, this work aims to contribute to the understanding of participatory governance in the conservation sector, exploring whether community governance has impact beyond the socio-political sphere.

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**Derya Tarhan**, University of Toronto

**Jennifer Sumner**, University of Toronto

**J.J. McMurtry**, Interim Dean, Faculty of Liberal Arts and Professional Studies, York University

### **Co-operative Food Initiatives By and For Canada's Indigenous Communities: Geographical and Organizational Trends**

This presentation focuses on alternative food procurement in Canada's Indigenous communities, with a specific eye on food co-operatives. We will begin by outlining current government policy, as well as the predatory role that for-profit corporations play in ensuring Indigenous communities remain food deserts and sites of economic leakage. Subsequently, we present the results of a Canada-wide mapping exercise, highlighting the geographic distribution of Indigenous food initiatives across Canada and identifying key organizational models (including but not limited to co-operatives) and the role played by support organizations. Finally, utilizing short cases, the presentation will discuss concrete ways in which Indigenous communities are building place-based food systems through collectivizing food activities, often using the co-operative business model. Overall, the goal of this presentation is to illustrate replicable, scalable co-operatives (and other social enterprises) that are having a demonstrably positive impact on food procurement in Indigenous communities.

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**Sharry Taylor**, Graduate Assistant and PhD Candidate, University of Toronto,

### **Biolabour and Enactive Cognition Theory: Worker-Owned Co-operatives as Enactively Therapeutic**

This paper uses enactive cognition theory to build the case that participation in worker-owned co-operatives can help people understand their experiences of emotional distress in the context of capitalist exploitation. I will first explore how work life under capitalism has become intensified in "immaterial" ways that are in fact endogenously material within the brain. While this biological plasticity is functionally adaptive to the capitalist process, emotional distress often arises from it, making biolabour a labour of affect. This distress is usually "responsibilized" to individuals as endogenous to the sufferer, ignoring the capitalist social etiology of affective labour. Participation in worker-owned co-operatives is then explored as an enactively therapeutic organization.

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**Gaël Trividic**, Enseignant-chercheur, Brest Business School

### **La perception du risque entrepreneurial chez les salariés-associés des Scop**

La réflexion proposée émane de deux préoccupations complémentaires. Sur le terrain, une étude menée auprès de dirigeants de Scop (Sociétés coopératives et participatives) a mis en évidence la problématique de la gestion du risque entrepreneurial par les salariés-associés. Ceux-ci sont en effet amenés à statuer sur des choix stratégiques, compte-tenu de la nature du statut Scop. La plupart des dirigeants rencontrés insiste sur la difficulté d'obtenir l'adhésion des salariés-associés sur des projets innovants nécessitant des investissements parfois lourds. Pourtant, sur un plan conceptuel, plusieurs chercheurs mettent en avant la dimension entrepreneuriale que doivent assumer les salariés-associés. Or dans le domaine de l'entrepreneuriat, l'acceptation du risque s'impose comme un thème majeur de la recherche académique. Il nous paraît donc intéressant de répondre à une demande émanant du terrain et de contribuer à une réflexion académique, en étudiant la prise de risque entrepreneurial par les salariés-associés de Scop. Ces travaux sont issus d'une revue de littérature, de neuf études de cas de Scop, et d'une réunion de groupe rassemblant 12 dirigeants. La prise de décision entrepreneuriale dépend de la perception du risque. Celui-ci peut être vu comme une menace ou comme une opportunité favorisant alors une attitude entrepreneuriale. Or cette perception s'avère influencée par trois éléments : la capacité à découvrir ou construire des opportunités, le degré de connaissance des ressources mobilisables et le degré d'incertitude sur les résultats de l'action proposée. Vouloir agir sur le risque perçu nécessite d'agir sur ces trois dimensions. Nous présentons alors des exemples de pratiques managériales innovantes utilisées dans certaines Scop, en montrant leur influence sur les trois dimensions retenues.

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**Adam Trott**, Saint Mary's University Co-operative Management Education Program

### **The Impact and Value-Add of Co-operative Associations in Canada and the United States**

In this paper I will address the challenges and successes of co-operative federations and associations in Canada and the United States. Internationally, consortia and associations make considerable gains in innovation and resilience, development and education among other features of economic and social change. However, these two countries show relatively little success in legislative or in educational institutions and experience low levels of co-operative leadership, interco-operation, shared resource pools and adherence to the co-operative identity. Likewise, co-operatives who provide development support or capital to co-ops face competition from non-profits and investor owned firms and a landscape where existing federations demonstrate little willingness to act on the 6th Co-operative Principle: Co-operation Among Co-operatives. Why is federative activity in the U.S. and Canada so limited in comparison to other countries? What are the challenges to advancing the construction of associations and organizing meaningful interco-operation?

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**Antoine Trussart**, Agent aux communications, Réseau COOP

**Alain Bridault**, Coopérative Orion

**Serge Kirouac**

### **L'expérience de transfert d'entreprise en coopérative de travail**

Cet atelier se veut une exploration théorique et, surtout, pratique du transfert d'une entreprise vers une coopérative de travail. Trois de nos invités ont vécu cette expérience de transfert dans leur coopérative et nous entretiendront des défis auxquels ils ont fait face et des réussites qu'ils ont obtenues. Le quatrième invité, M. Alain Bridault, sociologue et co-fondateur de la coopérative de travail Orion, fournira le cadre théorique nécessaire à la discussion par une présentation sur les trois transferts devant avoir lieu lors du passage d'une entreprise à une coopérative de travail, soit les transferts des avoirs, des pouvoirs et des savoirs.

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**Pierre-Anne Turmel**, M.A., Conseillère en gestion de projets stratégiques et à l'éducation, Conseil québécois de la coopération et de la mutualité

### **Éducation coopérative : former la relève**

Cet atelier interactif, animé par une approche coopérative, vise à faire connaître les pratiques développées par le Conseil québécois de la coopération et de la mutualité en matière d'éducation à l'entrepreneuriat coopératif et en accompagnement dans la réalisation de projets par et pour les jeunes en milieu scolaire et dans les communautés. Vous y découvrirez : les avantages de la pédagogie coopérative; les programmes Jeune Coop et Coop d'initiation à l'entrepreneuriat collectif (CIEC), ainsi que leurs outils de formation, le Guide Jeune Coop, pour la réalisation de projets entrepreneuriaux en misant sur la structure coopérative; les guides adaptées à différentes clientèles : groupes en adaptation scolaire, les élèves du cours de Sensibilisation à l'entrepreneuriat et les jeunes de niveau collégial ou de la formation professionnelle; le

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programme de formation CIEC pour la mise en œuvre d'une entreprise coopérative gérée par et pour des jeunes de 14 à 17 ans dans leur communauté durant la période estivale; une approche favorisant le développement de compétences par l'expérimentation; des activités clé en main adaptables aux besoins de chaque projet et des ressources humaines disponibles gratuitement; des stratégies pour faire rayonner les jeunes impliqués, valorisant ainsi les qualités entrepreneuriales développées. L'engagement dans un projet d'entrepreneuriat collectif motive les jeunes. Au cœur de l'action, ils découvrent leurs forces et intérêts par la réalisation d'un projet concret et significatif. Ils se motivent réciproquement dans l'atteinte des objectifs individuels et collectifs de réussite du projet. Ils découvrent et participent à un réseau coopératif établi. Ils intègrent les valeurs coopératives et constituent ainsi une relève formée et expérimentée pour s'engager dans le mouvement coopératif!

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**Leanne Unruh**, PhD Candidate, York University

### **The Art of Cooperation: Preliminary Findings About Cooperatives in the Visual Arts**

In their book *Economy: Art, Production, and the Subject in the Twenty-first Century* (2015), Angela Dimitrakaki and Kirsten Lloyd propose that there has been a turn from postmodern expressions of self, identity and subjects in contemporary art towards an exploration of economic relations and subjecthood under capitalism. Other theorists, such as Grant Kester (2004 & 2011), Nato Thompson (2015), and Stimson & Shoelette (2007), suggest that there has been a turn away from artistic production concerning ideas of individual identity, and towards collective and community-based art practices. My research combines these contemporary ideas from art history scholarship with a personal interest in cooperatives. While the cooperative as an organizational form is being used in the visual arts, these cooperatives are usually subsumed within the broader sector of Art, Leisure and Tourism. It is my hope that by focusing specifically on art cooperatives - that is, those that are formally incorporated as cooperatives rather than art organizations which work collectively but use other types of incorporation - I can make contributions to both the study of contemporary art and cooperatives. Looking at art cooperatives contributes to the understanding of the visual arts not as merely aesthetic, but as intrinsically entangled in the social, political, and economic environments of the current time period. On the cooperative side, drawing out the use of cooperatives in the visual arts underscores the strength of the cooperative movement and the model's flexibility and adaptability across all sectors. There are three areas in which the cooperative is being used as an organizational form in the artistic sector: in studio/artistic production spaces; in galleries which represent the retail side of artistic production; and in order to provide affordable housing for artists. This presentation will highlight case studies of cooperatives in each of these areas with a focus on the social, political, and economic impact of each cooperative.

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**Marcelo Vieta**, Assistant Professor

*Panel: The Co-op Convert Project, Year 1: Mapping the Potential of Converting Workplaces and Community Spaces to Co-operatives*

### **Contemporary Pathways to Converting Conventional Firms to Worker Cooperatives**

Drawing on the literature on workers' self-management, this paper proposes a model for mapping possible pathways beyond the capitalist firm, the privatized public-sector enterprise, and perpetual neoliberal crises, via the conversion of workplaces to worker cooperatives. Building on findings from several research projects over the past 15 years, four contemporary conversion pathways are compared and contrasted: (1) the labour-conflict conversion, exemplified by Argentina, Brazil, and Uruguay's worker-led recuperated enterprises; (2) the negotiated conversion typified by Italy's worker buyouts, a collaboration between workers, the cooperative sector, and the state; (3) the transfer of public-sector enterprises to worker cooperatives, as highlighted by Cuba's new, non-agricultural cooperatives; and (4) the partial conversion of firms to cooperatives or other social economy organizations, such as Quebec's worker shareholder cooperative, some ESOPs, and other scenarios where workers do not end up having full ownership or autonomous decision-making rights.