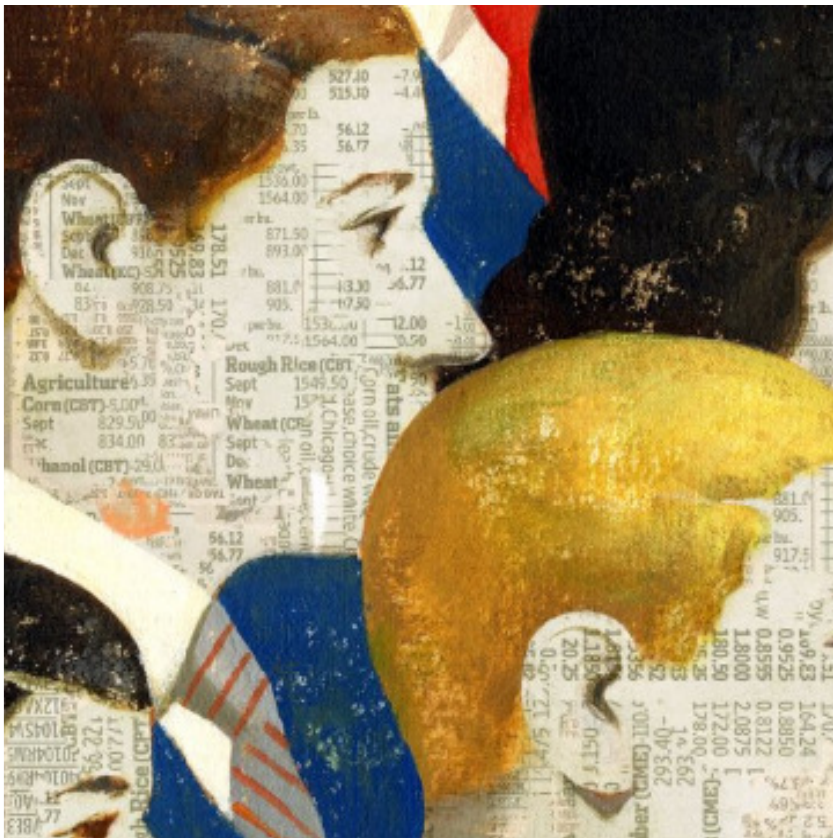




4th CIRIEC international research conference on social economy

Improving cooperatives' agility

Presented by Ruben Monballieu
October 2013



Corporations

Shareholders



Organization



Clients

Cooperatives

Members

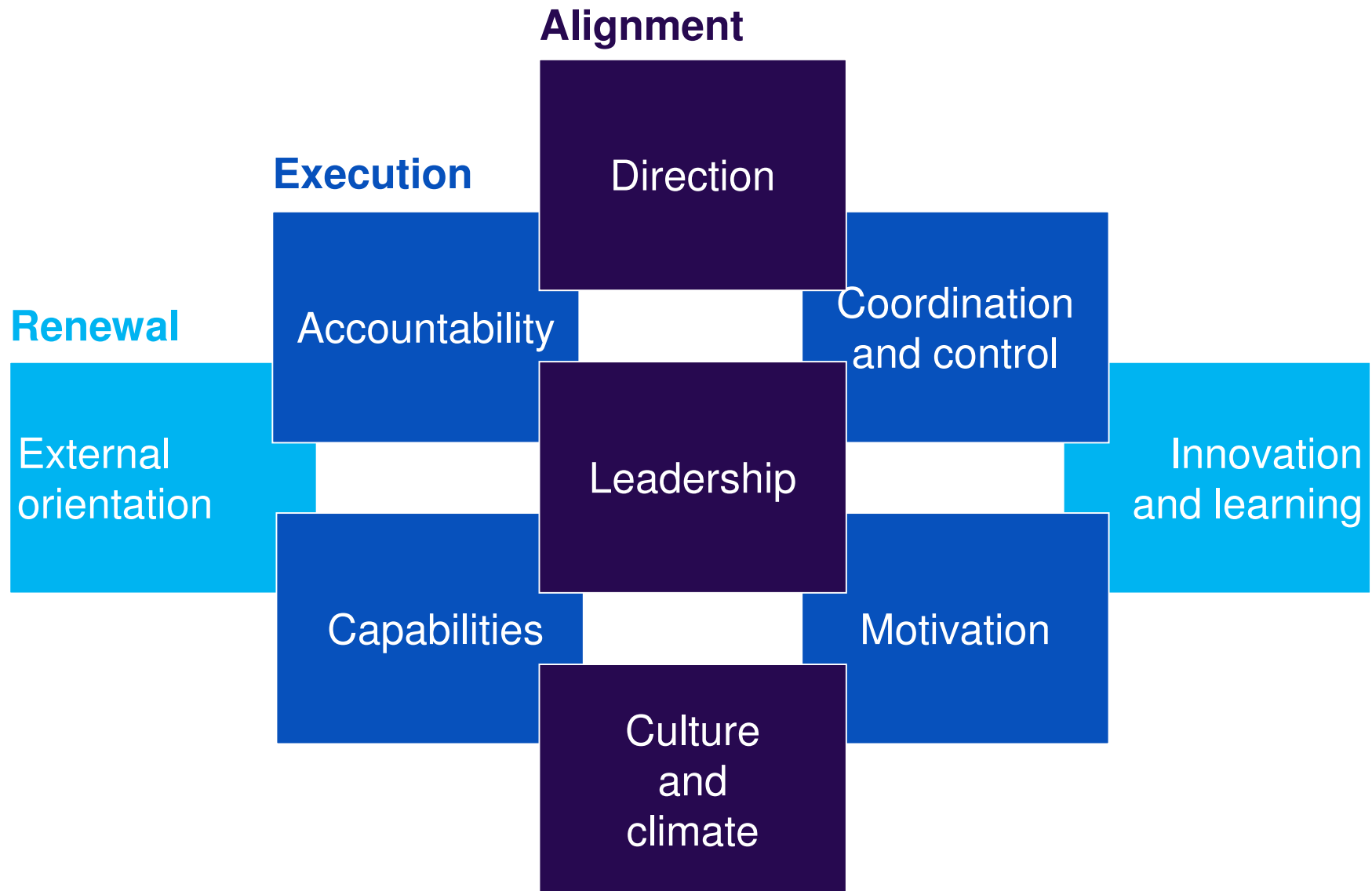


Cooperative

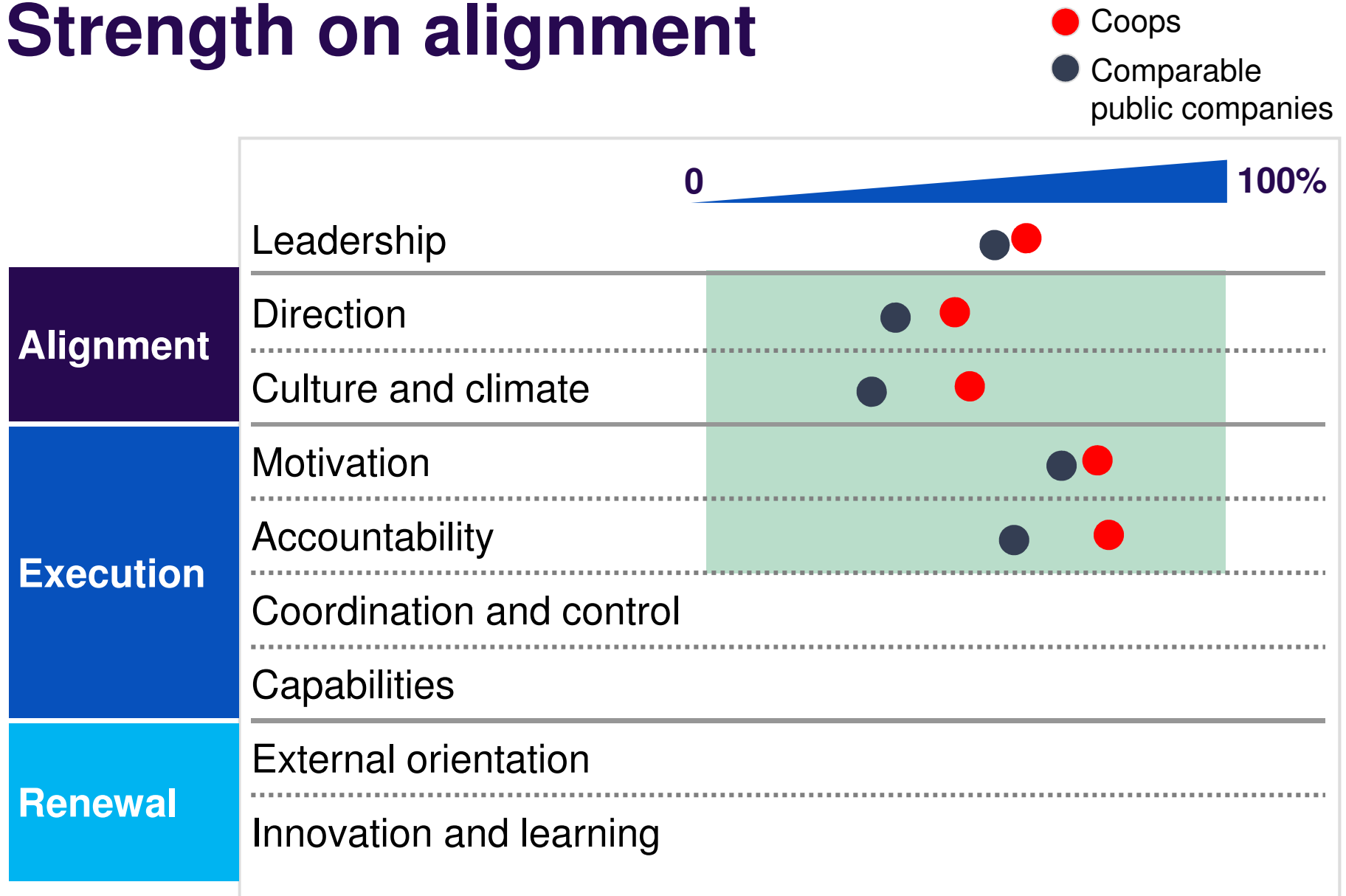


Members

Organizational effectiveness

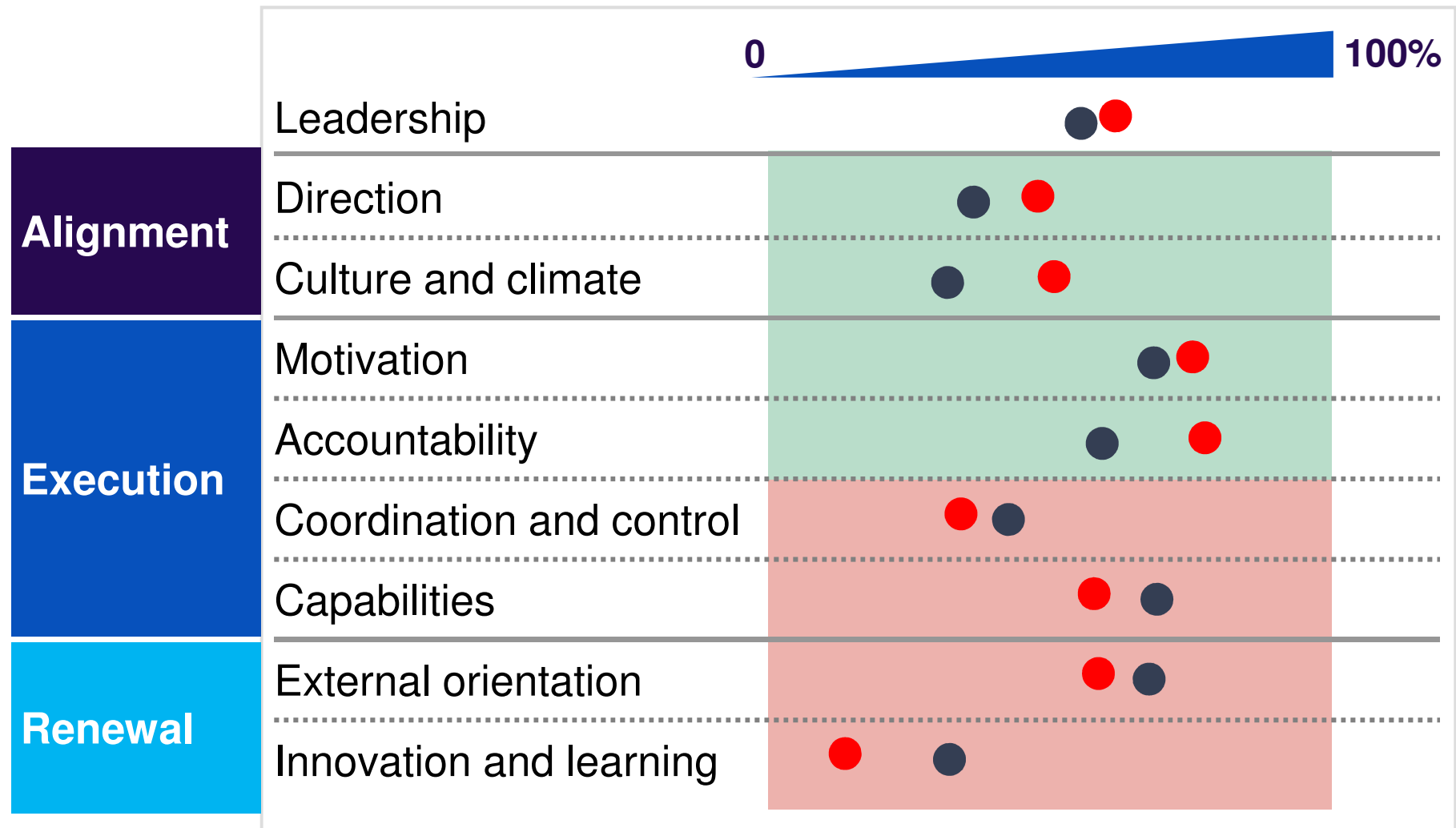


Strength on alignment



Gaps on organizational agility

● Coops
● Comparable public companies



Three agility challenges

Decision making

Pursuit of adjacencies

Sourcing & developing talent

Our search for best practices



Best practices

Decision making

Clearly distinguish roles



Consult members online

The **co-operative**

Create performance transparency



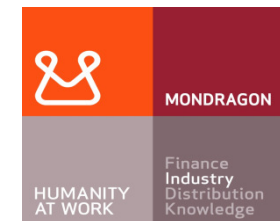
Adjacencies

Inject external perspectives



Foster collaborations

Protect growth capital



Talent

Develop training programs



Attract the best



Coop

Members



Council



Board

- 9 members

Board

- Coop board
- 4 external directors



Executive board



Divisions

Company



The coop owns
100% of the shares
of the company



MONDRAGON

HUMANITY
AT WORK

Finance
Industry
Distribution
Knowledge

R&D Networks and tech centers

Cross-business-unit innovation

10% profit reinvested

Coop values

+

**Leadership &
technical skills**

Knowledge

+

Mindset

Classroom teaching

+

**Field coaching and
experiential
learning**



Steps coops can take to improve agility

A 3D maze with a blue path leading to an upward-pointing arrow. The maze is composed of white walls and a blue path. The path starts at the bottom left and winds through the maze, ending at a large blue arrow pointing upwards and to the right. The maze is set against a white background.

Raise awareness of gaps in agility with top management

Identify pain points that jeopardize member services

Address both structural and cultural levers