

Challenges Faced by the Management of Large Co-operatives

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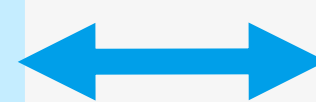
“A co-operative is an **autonomous** association of persons united **voluntarily** to meet their **common** economic, social, and cultural **needs** and aspirations through a **jointly-owned** and **democratically-controlled** enterprise.”¹

Challenges from literature

- Understanding nature co-op
- Horizon problem
- Size
- Decision problem
- Follow-up problem
- Business goal

Challenges from own research

- Information asymmetry
- Members vs. changes in society
- No misuse of technical knowledge



Joint Learning

- Literature
- Research



Trust

- Literature
- Research



Shared Leadership

- Literature
- Research



Profile manager

Understands co-op model and members
People manager
Communication skills
Conceptual and strategic thinker



Advice

- Align goals & missions
- Build efficient communication systems
- Formulate ways to build trust
- Facilitate joint learning

¹ International Co-operative Alliance. (1995). Cooperative Identity, Values & Principles. Retrieved from <https://www.ica.coop/en/cooperatives/cooperative-identity>.