Index

Aaker, D. 265
Abrahamsen, M. 100
Adam, A. 218
Adler, P. 6, 32, 123
Africa, farmer associations 59
agricultural co-operatives
  business model, systems level analysis 28, 30
dairy industry see dairy industry
fresh produce see fresh produce
coop-operatives, organisational
innovation, FresQ, Netherlands
grain co-operatives see Australia, grain
coop-operatives
innovation see innovation in agricultural
coop-operatives, France
meat processing business see shareholder
value assessment, meat processing business, Australia
poultry industry see Greece, Pindos Poultry
Co-operative (PPC) and true value of
membership
United Farmers Co-operative Company
(UFCC) see Australia, United Farmers
Co-operative Company (UFCC), WA
vegetable farming see China, vegetable
farmer co-operatives’ development path
Ahmad, I. 16
Ahmed, P. 254, 259, 260, 261, 263, 264, 266
Albanese, M. 296
Albrecht, A. 9
Alichan, A. 287, 382
Allaire, G. 449, 450
Allemand, Isabelle 206–20
Allen, J. 464
Altuna, L. 353
Ambiaud, E. 447–8, 453
Amit, R. 23, 25, 464
Anderson, P. 478
Angelini, P. 366
Aoki, M. 365, 381, 382, 384, 386, 538
Appelbaum, E. 290, 293
Arbeit, S. 266
Argyle, M. 208
Argyris, C. 209
Arthur, J. 290, 293
Aspara, J. 25
Assmus, S. 274
Atherton, J. 60, 62, 412, 413, 416, 418, 419,
  420, 424, 425, 429, 430, 437
Australia
  co-operative capital unit (CCU) 16
  co-operative enterprises, history of 8
  meat processing business see shareholder
  value assessment, meat processing business, Australia
  new technologies and substitution threat 30
Wheat Marketing Act 1989
(Commonwealth) 28
Australia, Challenge Dairy Co-operative
(CDC), WA 82–99, 521, 523, 525
Challenge Australia Dairy (CAD) and joint
venture with QAF of Singapore 84–5,
93, 94, 99, 521, 525
dairy company capitalisations 90–91
Delivery Right Units (DRU) contracts 92
export of bulk milk 90
joint venture with Beijing Sanyuan Foods
(BSF) 83–4, 89–91, 98
milk supply shortfall concerns 90
milk trading and balancing 89, 94
Murray Goulburn milk prices 83, 84, 85, 88,
89, 93
as New Generation Co-operative 91–2, 173,
523–4
organisational transformations, historical
overview 83–5
retail segment expansion 90–91
split milk contracts, winding down 84, 88
Australia, Challenge Dairy Co-operative
(CDC), WA, dairy industry failure
analysis 82–3, 91–5, 521, 523–4, 525
CDC’s internal governance 91–2
Challenge Australia Dairy (CAD)’s internal
governance and capital structure 94–5
free riding concerns 92, 523
joint venture governance and capital
structure 92–4, 523–4
overlapping management problems 93–4
overlapping membership problems 93
sales maximisation strategy 94–5
share capital 92, 94
tax advantages, and lack of convincing
business case 92, 94, 95
value maximisation strategies, shortcomings
of 93
establishment of 160–61, 527
foreign investment 162
innovation and new business investment 162–3
joint ventures 168–9, 172
member loyalty payments 173
member retirement and share transfer 165–6, 175
member value proposition 164, 165
mergers 161, 162
milk prices 83, 84, 85, 88, 89, 93
milk purchase guarantee 165, 169
pricing mechanism, transparent 166
product innovation and branding 167–9
restructuring 161–2
share equity structure and profit formula 165–6
technological advancements 162
volume and efficiency strategies 166–7
voting system 166, 176
Australia, pacemaker co-operatives across primary industries, resilient pacemakers 170, 171–6, 528
contractual terms and longer-term financial incentives 173–4
diversification and risk strategy 172
emotional connections 173
free rider problem 173
infrastructure flexibility 171–2
member loyalty investment 172–5
member loyalty payments 173
member retirement and share transfer 165–6, 175
member value communication 174–5, 530–31
members as investors 175–6
membership retirement challenges 175
patron/investor to owner/community member transition 176
and survival (United Farmers Co-operative Company (UFCC)) 199
voting rights, proportional 176
Australia, United Farmers Co-operative Company (UFCC), WA 188–205, 527, 528, 529, 530, 531, 532
“back to basics” program 191
corporate social responsibility (CSR) activities 270, 272, 274–82, 533–4, 535
democratic ownership 276
firm’s values, customer identification with 274
Franz-Fakler-Solidarity Fund 277–8, 280
idealational benefits 274–5, 276
loan schemes, early 271–2
local community involvement 278, 280, 282–3
marketing budget 277
management control problems 200
management style changes 190
member loyalty and competitiveness 199
merged into Ravensdown 191, 197, 199
pacemaker theory and survival 199
property rights and agency theories 199–200
Rural Action Movement (RAM) 188–9
wheat farmers protests 188–9
Australia, United Farmers Co-operative Company (UFCC), WA, business model 191–8
competitiveness 195, 196, 199
diversification strategies 196–8
environmental risks 194–5, 196
growth stages 192–3, 197–8, 530
infrastructure changes 195
Kwinana Beach storage facility, problems with leasing 197
member value proposition (MVP) 193, 195, 203–4, 530, 532
overextension and lack of due diligence 197–8
profit margins and member rebates 194, 195–6
“seasonal finance” problems 198
staff overinvestment 198
sustainability as low-cost fertiliser provider 193–6, 198–9
Australia, United Farmers Co-operative Company (UFCC), WA, governance failure 200–203, 529
board communication problems 202, 532
board member quality issues 202–3
board members, lack of professionalism 201, 531
CEO turnover 191, 193, 200–201, 528
goal setting process problems 201–2
Austria, car sharing participants 302
Austria, co-operative bank (Raiffeisen (RRB)) and value generation for members 270–84, 533–4, 535
board of directors and governance 273–4, 276
measures for creating membership value 275–8
member viewpoint and expectations 278–82
member-exclusive benefits, problems with provision of 270, 273, 275–6
members in need, supporting 277–8, 280
members-only value-added services 276
membership value sources 274–5
non-tangible benefits 275, 276
prestige advertising 280–81
profit distribution 275, 276
regulatory constraints 270, 275–6
RRB co-operative movement 271–2
RRB, growth of 273
RRB overview 272–4
Axelrod, R. 27
Ayerbe, C. 451
Ayris, C. 28, 31, 116, 117, 128
Azevedo, P. 106
Bacchienga, A. 6, 40
Baden-Fuller, C. 37
Bakonyi, E. 313
Ballantyne, D. 263
Banerjee, S. 31, 127, 137
Bänsch, A. 313
Barberini, I. 330
Barney, J. 254, 257, 448, 520
Barrett, C. 106
Bartlett, W. 31, 381, 382–3, 384
Bataille-Chedotel, F. 15, 40, 208, 209
Baumol, W. 387–8
Bay, S. 470
Bayly, C. 474
Baysinger, B. 206
Behrens, F. 507
Bell, J. 256
Bell, M. 452
Bellman, R. 22
Ben-Ner, A. 288, 292, 365, 381, 384–5, 386, 391, 397, 431, 538
Benati, B. 391–2, 393
Berbegal-Mirabent, J. 25
Berens, G. 274
Berger, A. 366
Berle, A. 9, 42, 287
Berriozabal-gotia, Izaskun Alzola 341–56
Beverland, M. 255
Bhattacharya, C. 274
Bhuyan, S. 231, 232
Bianchi, M. 288
Bidet, E 29
Biel, A. 27
Bies, R. 367
Bijman, Jos 16, 43, 338, 481–95
Birch, K. 13, 32, 517
Birch, S. 331
Birchall, Johnston 5, 8, 9, 15, 16, 27, 29, 30, 31, 33, 37, 39, 44, 51–63, 123, 173, 208, 209, 285, 290, 412, 427, 431, 438, 516, 519, 525, 532
Birley, S. 449
Blair, M. 295
Blau, P. 27, 519
Bloemer, J. 158
Blumenstein, A. 308, 310, 319
Blümle, E.-B. 313
Blythe, J. 255
boards of directors
Austria, co-operative bank (Raiffeisen (RRB)) 273–4, 276
CEO turnover, United Farmers Co-operative Company (UFCC), WA 191, 193, 200–201, 528
composition, Mobility car sharing, Switzerland 310
federated co-operative systems 145, 151, 154, 155, 531
future research 544
meat processing business, Australia 328
Pindos Poultry Co-operative (PPC), Greece 227–8, 236
quality and professionalism, United Farmers Co-operative Company (UFCC), WA 201, 202–3, 531, 532
shareholder conflict concerns, co-operative banking and financial system, Italy 366
see also governance system
boards of directors of investor owned firms, recommendations from co-operative model 206–20, 527–9, 531, 532
ATOL case study 213–15
board’s role in co-operatives 206–10
collective decision-making and participatory management methods 208–9, 212, 213, 214, 215, 216–17, 218
Dijon Céréales case study 216–17
director specializations 214–15
director training, importance of 213, 214–15, 218, 528
duality, effectiveness of 218–19
financial wealth and the size of the co-operative, effects of 209
Fruitière Vinicole d’Arbois case study 211–13
information flows, importance of 210, 212, 213, 215, 217, 218
member representation on the board of directors 207–8, 214–15, 528–9
members’ interests, representation of 212, 213, 214, 216–17
membership of directors, benefits of 210
monitoring, efficient 210, 212–13, 215, 217
organisational apprenticeship 209
social goals and ethical practices, promoting 207
stakeholder involvement 213, 218
team production model 208
value sharing 207, 213, 214, 216, 218
Bock, A. 25
Boehlje, M. 100
Boettcher, E. 313
Bond, J. 231, 232
Bonin, J. 381, 384
Bontems, P. 6
Bonus, H. 160
Borzaga, C. 286, 289, 291, 292, 293, 295, 298, 497
Botterill, L. 126
Bourgeois, L. 257, 258
Bowen, D. 313, 315
Bowles, S. 282, 491
Bradley, F. 8
branding of products 108–9, 167–9
Brazil, dairy co-operatives evolution 100–112, 521–2
anti-dumping measures 110
branding of regional co-operatives 108–9
coop-operative lifecycle model 101–3, 522
Confederation of Brazilian Dairy Cooperatives (CBCL) strategic development plan 109–10
coping strategies 108–10
crisis and recognition of conflicts phase 102, 105–8
dairy market information system (SimLeite) 109
deregulation effects 105–6
economic justification phase 101, 103
foreign direct investment (FDI) effects 106
government monitoring and control 104–5, 107
growth phase 102, 105
INCRA regulation 104
institutional framework 104
Itambé co-operative success 109, 110
legal status and set rules for formation and functioning 104–5
lifecycle 103–10
market share loss 107–8
Mercosur regional trade block 106–7
mergers and acquisitions 110
multi-store supermarket chains, introduction of 107
multinational corporations (MNCs) involvement 106
Normative Instruction 51 (IN 51) quality standards 107
organisational design phase 101, 103–5
Parmalat involvement 106, 110
pooling arrangements 108
processing margins 105
public sector intervention 104, 105
Rochdale system, adoption of 104
rural credit system 103, 105
strategic development plan 109–10
technological changes, effects of 107, 108
trade liberalisation effects 105–6
UHT milk consumption increase 107, 108
Breene, T. 22
Brewer, M. 151
Brewin, D. 14, 118, 119, 137
Briscoe, R. 257
Brodwin, D. 257, 258
Brown, L. 255
Brown, T. 274
Brueck, M. 499
Brullebaut, Bénédicte 206–20
Brunetto, Y. 16
Bruns, E. 509
Bruque, S. 14
Buchez, P. 54
Buchmann, V. 306, 308, 310
Buisson, G. 430
Bunte, F. 484
Burress, M. 179
Burt, R. 32
Busch, T. 31
business model
comparison, pacemaker co-operatives across primary industries 164–6
performance measurement, future research 545
United Farmers Co-operative Company (UFCC) see Australia, United Farmers Co-operative Company (UFCC), WA, business model
business model, conceptual framework 22–50, 519–21, 532, 543–4, 547
activity system concept 23–4
building blocks 24–5
business strategy, differences between 23
competitive strategy 24
customer value proposition 23, 24, 35
future research 543, 544
key resources and processes 24
overview 23–5
pillars and building blocks 34
profit formula 24
punctuated equilibrium theory 519–20
social co-operation and participation chain
27–8, 519
business model, conceptual framework,
enterprise level analysis 34–42, 520
collective good 37
governance models 39–42, 520–21
key processes 37–8
key resources 36–7, 519
price stability and market risk reduction
35
profit formula 36
share structure 38–9
supply chain relationship 38, 43
voting rights 39, 42, 44, 61
business model, conceptual framework,
member level analysis 42–5, 520
member as community member 44–5, 519
member as investor 43
member as owner 44
member as patron 43
member value proposition (MVP) 35–6, 37,
43, 520, 532, 543–4
business model, conceptual framework,
systems level analysis 26–34, 519
agricultural producer markets 28, 30
bonding and bridging role 32–3
buyer and supplier power 30, 43
economic capital creation 31–2
government role 28–9, 519
industry structure and competition elements
29–30
information flows 32, 35
natural environment role 30–31
network effectiveness 33–4, 37, 42, 520–21
reciprocity between individuals 33
social capital creation 32–4, 35
social capital creation, measurement 33–4
social co-operation, importance of 27–8,
33–4, 37, 42, 519, 520–21
substitutions threat 30
trust levels 33
business model evolution and Livestock
Improvement Corporation (LIC), New Zealand 464–80, 539–40, 541–2
artificial breeding programmes 470, 474–5,
476
business model overview 464–5
collaborative networks 472
communication processes 473–4
dairy industry overview 465–6
Dairy Industry Restructuring Act 2001 469,
475
dual share structure 471
employee engagement strategy 473
Fonterra Co-operative Group 469
future research 478–9
governance 475, 477
herd improvement strategies 466, 470, 472,
474–5
HR strategies 473
innovative strategies 469–71, 472, 474–5,
478
international activities and subsidiary
businesses 476, 478
key processes 473–5, 477
key resources 472, 477
LIC overview 466–9
LIC purpose 469–70
Macdonald Committee review 469
management strategies 472, 473
new product development and testing 470,
474
product portfolio 470–71, 542
production capability improvement strategy
474–5
profit formula 471–2, 477
research and development programme
474–5, 478, 542
Shareholder Council 475
strategy refresh process 473
technology, farm management and
productivity software products 470–71
value creation for members 469–70, 477–8
voting rights 470, 477
Byrne, Noreen 241–53, 535
Camerer, C. 149, 151
Campbell, D. 15, 16, 31
Campbell, N. 14, 160
Canada
co-operative enterprises, history of 8
Vancity credit union, distinctiveness
recognition 263
Canada, Co-operative Retailing System (CRS)
leadership and coordination in federated
co-operative systems 143–59, 526, 528,
530, 531
financial crisis (1980s), effects of 145, 156
individual identity and system identity,
conflict between 147
information-sharing decisions 147–8
interior physical facilities 147, 153, 154–5
joint interests and other members’
expectations 149
private label products 147, 154–5
profit margins 145
subsidiaries 145
wholesaler (FCL) functions 144, 145
wholesaler (FCL), marketing programs 145–6, 147, 154–5, 156
wholesaler (FCL), price management system 146–7, 154–5
Canada, Co-operative Retailing System (CRS)
leadership and coordination in federated co-operative systems, coordination achievement 151–7, 526, 531
Board of Directors role 145, 151, 154, 155, 531
communication mechanisms 152–3, 155–6
group identity mechanisms 155–7
information sharing 153
leadership mechanisms 153–4, 528
patronage refund system 154
research methods 151–2
strategies 152–7
succession planning system 155
time horizon, mechanisms for increasing 150–51, 154–5
US tours 153
Canada, Co-operative Retailing System (CRS)
leadership and coordination in federated co-operative systems, coordination problems and solutions 144–8
communication effects 149–50, 530
game theory approach 148–9
group identity, importance of 151
leadership role 150, 528
Cao, M. 368
car sharing, Switzerland see Mobility car sharing, Switzerland
Carbonaro, S. 274
Cardinal, L. 367
Casadesus-Masanell, R. 22
Cau, G. 368
Caves, R. 100
Cespedes, F. 258, 260, 263, 264, 265
Chaddad, Fabio R. 16, 38, 44, 69, 82–112, 179, 227, 311, 412, 493, 524
Chaharbaghi, K. 23
Chamberlin, E. 520
Charreire, S. 453
Chavis, D. 44
Chesbrough, H. 24
Chetty, S. 115, 452, 453
Chiffoleau, Y. 449, 450
Chile, wine-growing cluster and absorptive capacity 452
Chimhanzi, J. 254, 266
China, vegetable farmer co-operatives’ development path 179–87, 527, 530
co-operative entrepreneurs, importance of 185, 527
democracy, importance of 186
development path and status quo 180–83
internal governance impact 183–5
Lvyan Co-operative, governance, market strategy and performance 180–81, 184, 185
main business, importance of focus on 186, 527, 530
management and innovative measures to benefit members 182–3, 184–5
market pressures 179
member structure and profits distribution 183–4
one-member-one-vote system 182, 183, 185
overview 179–80
provincial pilot cancellation 182, 184
traditional structures, transition from 179
Chiu, H.-C. 313, 314
Chrisman, J. 14, 27, 32, 123, 519
Christensen, C. 464
Christopher, M. 16
citizen-based co-operatives see renewable energy and citizen-based co-operatives
Clark, Delwyn 464–80, 515–58
Cliffe, K. 22
Cline, H. 16
co-operative advantage, marketing see marketing our co-operative advantage (MOCA), implementation challenges
co-operative auctions, fresh produce co-operatives 481–2, 483–4
co-operative principles 51, 52–5, 59–61, 307–8, 321–2, 518
co-operative status as militant act, performing arts co-operatives 414–15, 418, 435
Cockfield, G. 126
Cohen, A. 208
Cohen, W. 451
communication strategies federated co-operative systems 149–50, 152–3, 155–6, 530
financial structure and investments in co-operative firms 386
Livestock Improvement Corporation (LIC), New Zealand 473–4
Mobility car sharing, Switzerland 319, 320
Pindos Poultry Co-operative (PPC), Greece 231–3, 235, 236–7
community involvement 10, 12, 14
CEFF system (educational co-operative), Italy 293–4
co-operative bank (Raiffeisen (RRB)), Austria 278, 280, 282–3
co-operative banking and financial system, Italy 361
credit union movement, Ireland 250, 251
meat processing business, Australia 331, 334–6
Mobility car sharing, Switzerland 315, 319–20, 321–2
ownership concerns 61
Pindos Poultry Co-operative (PPC), Greece 233
competition and competitiveness 6, 14, 24
competitive advantage 258, 450, 455, 460–61, 483, 490
and industry structure 29–30, 125–7
and member loyalty 199
Mobility car sharing, Switzerland 310
renewable energy and citizen-based co-operatives 502
United Farmers Co-operative Company (UFCC), WA, 195, 196, 199
Condon, A. 15, 544
Conduit, J. 255
consumers see customers
Cooper, R. 149, 150
Cornforth, C. 15, 40–41, 208, 524
corporate social responsibility (CSR) 270, 272, 274–82, 287, 288, 533–4, 535
Cosci, S. 368
Cotten, M. 13
Cracknell, R. 118
Cracogna, D. 15
Craig, J. 101
credit union movement see Ireland, credit union movement and commonly held assumptions
Cropp, R. 231–2
Cummings, J. 209
customers
consumer investment co-operatives 60
firm's values, customer identification with 274
marketing, and understanding needs of 258, 263, 265, 535–6
member/customer proportions, Mobility car sharing, Switzerland 308
value proposition 23, 24, 35
dairy industry
Australia see Australia, Challenge Dairy Co-operative (CDC), WA; Australia, pacemaker co-operatives across primary industries, Murray Goulburn
Brazil see Brazil, dairy co-operatives
evolution
co-operative modelling and remodelling see Ireland, agricultural co-operative modelling and remodelling
livestock management, New Zealand see business model evolution and Livestock Improvement Corporation (LIC), New Zealand
Davis, P. 10–11, 257, 312, 334, 431, 524, 546–7
Dawkins, R. 208
De Bruyn, R. 368
De Carolis, D. 33
De Fraja, G. 6, 40
De Haan, J. 27
De Ruyter, K. 158
Debos, F. 255
Deci, E. 290, 291
decision-making
collective, and participatory management methods 208–9, 212, 213, 214, 215, 216–17, 218
Mobility car sharing, Switzerland 321–2
multi-stakeholder co-operatives 294–5
Pindos Poultry Co-operative (PPC), Greece 228, 236
team commitment and group decision process 257, 258
Dedieu, M.-S. 447, 449
definition of co-operative enterprise, taxonomy of member-owned business 51–63, 407, 517–18, 547
co-operative and mutual labels 58–9
coa-operative principles, history of 52–3
coa-operative principles, problems with 53–5
coa-operatives defined as member-owned businesses 57, 518
community ownership concerns 61
customer investment co-operatives 60
developing countries, reformation and economic liberalisation 53
employee investment co-operatives 60
development countries, reformation and economic liberalisation 53
International Co-operative Alliance (ICA) principles 51, 52–5, 59–60, 518
investment mutuals 60
member-owned business (MOB) approach 55–9
member-owned business (MOB) approach, problems with 57–9, 518
Mondragon Corporation principles 54
partial member-ownership issue, resolution of 60
rewards to members as investors as infringement of co-operative principles 60–61
stakeholder management 56, 57–8, 60, 518
US Dept of Agriculture, Co-operative Department principles 54
value judgements 60
Defourny, J. 13
Degli Antoni, G. 287
democratic processes
co-operative bank (Raiffeisen (RRB)), Austria 276
performing arts co-operatives 416, 417, 419, 420–22, 427, 429, 433, 434, 436
vegetable farmer co-operatives, China 186
Demsetz, H. 287, 382
demutualisation process 120–21, 122–3, 125–7, 129–31, 132, 133–4, 135–6, 164
Denmark, agricultural co-operative turnover 223
deregulation effects
dairy industry 87, 105–6, 162, 523
grain co-operatives 119–20, 121, 122–3, 125–6, 128, 132, 134–5
Dershin, H. 16
Desrochers, M. 14
Dess, G. 256
Develtere, P. 37
Dibb, S. 254, 261, 262, 263, 264, 266
Diener, E. 313
Ditter, J. 449
diversification strategies
meat processing business, Australia 337
multi-stakeholder co-operatives 296
pacemaker co-operatives across primary industries 172
Pindos Poultry Co-operative (PPC), Greece 229, 234
United Farmers Co-operative Company (UFCC), WA 190, 191, 193–6, 196–8, 200, 204, 529
Dobni, C. 264
Doherty, B. 263, 266
Donath, E. 115, 116
Donovan, P. 28, 119, 130
Doorneweert, B. 488
Dosi, G. 451
Douthwaite, R. 250
Doyon, M. 8
Drake, L. 430
Drury, J. 8
Durieux, F. 453

economic aspects
capital creation 31–2
devlopment role of co-operatives, future research 546
justification phase, dairy co-operatives evolution, Brazil 101, 103
Mobility car sharing, Switzerland 312–13, 315, 316, 319
social and economic capital outputs, grain co-operatives 129–30
studies, co-operative enterprises’ disappearance from 11–12, 517
sustainability 6, 13, 14–15
value to members see value, member value proposition
see also financial structure
economic crises, effects of 145, 156, 295–6, 342
education, director training 202, 213, 214–15, 218, 528
educational co-operative see multi-stakeholder co-operatives, CEFF system (educational co-operative), Italy
Eisenhardt, K. 115, 452
Elio, E. 342
Emelianiouf, I. 15, 42
employee engagement 60, 258, 293, 294, 336–7, 346, 383, 473
P-network approach (workers produce information in a participatory environment) 381, 382, 384–7, 391, 397, 538–9
Englander, E. 208
Enjolras, B. 496, 497, 509
enterprise level analysis
business model see business model, conceptual framework, enterprise level analysis
co-operative enterprise definition see definition of co-operative enterprise, taxonomy of member-owned business
grain co-operatives 130–32
see also individual countries and businesses
entrepreneurship factors 185, 488–9, 490–91, 527, 542
environmental factors
Australia, grain co-operatives 115–16, 119, 522
green ideology foundations, Mobility car sharing, Switzerland 305, 306, 307, 322
natural environment role, grain co-operatives 127–9
natural environment role, systems level analysis 30–31
pacemaker co-operatives across primary industries 169–70, 172
United Farmers Co-operative Company (UFCC), WA 194–5, 196
Erdal, D. 290, 291
Errasti, A. 537
ethical values 207, 255, 258
Evans, L. 466
Evers, A. 497, 508, 509

Fairbairn, B. 5–6, 9, 26, 38, 517
Faleye, O. 208
Farina, E. 493
Farr-Wharton, R. 15
federated co-operative systems see Canada, Co-operative Retailing System (CRS)
leadership and coordination in federated co-operative systems
Fehr, E. 44, 288
Ferri, G. 365, 368
Ferru, F. 450
Feurer, R. 23
Filippi, M. 448, 449

financial structure
benefits to member-patrons, Pindos Poultry Co-operative (PPC), Greece 232
capital investment, dairy industry, Australia 89–90, 95
funding considerations, performing arts co-operatives 415, 416–17, 418, 419, 421, 422, 423, 429–33, 434, 435, 437–8
incentives, long-term, pacemaker co-operatives across primary industries 173–4
multi-sector co-operatives see Spain, Mondragon co-operatives, financing multi-stakeholder co-operatives and financial turnover 293, 295–6
wealth and size of co-operative, effects of 209
financial structure and investments in co-operative firms, governance and organisational factors 381–408, 538–9
Baumol-Marris-Williamson view 387–8
bonds indexed to the firm’s growth 388–9
communication feasibility 386
control mechanisms 385–6, 388–9
efficiency measurement 386, 391
financial leverage impact 387
future research 384, 394
hi-tech and capital-intensive industries, co-operatives’ readiness for 389–93, 538
incentive-compatible solutions to problem of optimal financial instruments 388–9
informational advantage of participatory firms 382, 391
investment estimation, technical model 397–407
large spot financial markets, raising financial capital on 386–7
managers’ targets and remuneration of external investors, linking 388–9
moral hazard and monitoring problems, avoidance of 388
one-member-one-vote principle 381, 383, 387, 389, 391, 393, 538
organisational comparative advantage 382–3
organisational and financial instruments 382–9
organisational positions and participants’ tools 385, 391
organisational structure definition 384
ownership structure instability and incentive problems for workers-shareholders 383
P-network approach (workers produce information in a participatory environment) 381, 382, 384–7, 391, 397, 538–9
political factors, effect of 389
profit maximization targets, differing views on 387
profits, re-investment of accumulated 391, 392–3
shareholders with multiple votes, control of 383, 386, 390
Tobin’s Q model and econometric estimates of investment function 393, 394
trust generation methods 385, 386
see also economic aspects
Fine, B. 32
Finkelstein, S. 206
Fischer, K. 14
Fischer, R. 310
Fisher, B. 118, 124, 127
fishing industry, Australia see Australia, pacemaker co-operatives across primary industries, Geraldton Fishermen’s Co-op
Floyd, S. 257
Fonrouge, C. 451
Fort, F. 450
Foss, N. 144, 150
Fouche, A. 429
Fourcade, C. 450
France
agricultural co-operative turnover 223
car sharing participants 302
co-operative boards of directors, case studies see under boards of directors of investor owned firms, recommendations from co-operative model
co-operative enterprises, history of 8
ethical values, communicating 258
innovation in agricultural co-operatives see
innovation in agricultural co-operatives, France
performing arts co-operatives see under
performing arts co-operatives and shared services
retail co-operatives 301
free rider problem
dairy industry, Australia 92, 523
meat processing business, Australia 332, 338
Mobility car sharing, Switzerland 306
pacemaker co-operatives across primary industries 173
performing arts co-operatives 416, 420, 422
Pindos Poultry Co-operative (PPC), Greece 234–7, 535
United Farmers Co-operative Company (UFCC), WA 199, 200
Freel, M. 449
Freeman, E. 41
fresh produce co-operatives, organisational innovation, FresQ, Netherlands 481–95, 540, 541–2
chairman, outsider as 487
coop-erative auctions 481–2, 483–4
Co-operative Growers’ Association Rainbow (CTR), creation and expansion of 485–6
competitive advantage 483, 490
current activities and organisation 486–7
trepreneurship factors 488–9, 490–91, 542
EU support for growers 485
FresQ history 483–7
growers’ freedom of choice 487
innovation strategy 489–91, 493
internal governance 487, 492
joint ventures and collaboration 485–6
new marketing co-operatives, creation of 484–5
organisational structure 492–3
packaging arrangements 486–7, 489, 493
product development and marketing 490–91, 493
quality segment of market, targeting 485–6, 487, 489, 493
social capital and networking 491–2, 493
specialization and membership 482, 483, 488
success factors 488–93
supervisory board 487
trust levels and reciprocity 492
Friesen, P. 519
Fukuyama, F. 7, 32
Fulton, Murray E. 6, 14, 15, 43, 69, 143–59, 231, 539
future research
Australia, grain co-operatives 138
board of directors 544
business model, conceptual framework 543, 544
business model evolution 478–9
business model, performance measurement 545
cross-disciplinary approach, need for 547
economic development role of co-operatives 546
government legislation role 546
industry size and sector, effect on performance 546
innovation types 545
legislation on the resilience of co-operative enterprises 545
one-member-one-vote principle, alternatives to 545
organisational design 384
P-network approach and merger process 394
performing arts co-operatives 420, 423–4
share structure changes 544–5
social capital impact on co-operative enterprise performance 545
Gächter, S. 288
Gade, D. 448, 449
Galbraith, J. 492
Galor, Z. 329, 330
Gao, Yuling 179–87
Garbarino, E. 15
Garcia-Martinez, M. 14, 38
Garcia-Perez, A. 14, 38
Garoyan, L. 36
Gebhardt, G. 265
Geiss, S. 506
Gensicke, T. 506
George, E. 367
George, G. 25
Germany
car sharing participants 302
renewable energy and citizen-based co-operatives see renewable energy and citizen-based co-operatives, Germany
retail co-operatives 301
rural credit unions 8
Gersick, C. 519
Giannakas, K. 14, 15, 231, 539
Giannetti, C. 366
Gide, C. 8, 28, 36
Gijselinckx, C. 494
Gintis, H. 282, 491
Giuliani, E. 452
Gmür, Markus 301–26
Goddard, E. 38
Godfrey, P. 274
Golden, B. 206
Gómez, E. 449
Gómez, P. 343, 344
Gonzales, V. 496

governance system 6, 9, 10, 14–15
banking and financial system, Italy 364, 365
board of directors see board of directors
top level analysis 39–42, 520–21
and financial structure see financial structure
and investments in co-operative firms,
governance and organisational factors
fresh produce co-operatives, Netherlands
487, 492
grain co-operatives, Australia 120, 132
leadership mechanisms 150, 153–4, 528
Livestock Improvement Corporation (LIC),
New Zealand 475, 477
multi-stakeholder co-operatives 288, 289,
290, 293, 294
performing arts co-operatives and shared
services 430
Pindos Poultry Co-operative (PPC), Greece
227–8, 231–2
renewable energy and citizen-based
co-operatives, Germany 502–4
United Farmers Co-operative Company
(UFCC) see Australia, United Farmers
Co-operative Company (UFCC), WA,
governance failure
vegetable farmer co-operatives, China 183–5
see also management strategies; ownership
strategy
government role
Australia, grain co-operatives, systems level
analysis 124–5
business model, conceptual framework,
systems level analysis 28–9, 519
future research 545, 546
intervention in national co-operatives,
Greece 224–5
policy environment, agricultural
co-operatives, Ireland 69–70
political factors, effect on financial structure
and investments 389
political pressure, effects of 8–9
regulation restrictions, grain co-operatives,
Australia 118, 119
regulatory constraints, co-operative bank,
Austria 270, 275–6
subsidies, renewable energy and citizen-
based co-operatives 499, 500, 503, 507
see also legal framework comparisons
Govindarajan, V. 22, 256
Graebner, M. 115
Granovetter, M. 33, 292

Gray, H. 163
Grazioli, R. 391

Greece, Pindos Poultry Co-operative (PPC)
and true value of membership 223–40,
533, 535
board of directors’ role 227–8, 236
communication strategies 231–3, 235,
236–7
critical incidents and major milestones
228–9, 240
decision-making efficiency 228, 236
diversification 229, 234
financial/economic benefits to member-
patrons 232
free riders, control of 234–7, 535
governance structure 227–8, 231–2
government intervention in national
co-operatives 224–5
incentive mechanisms to combat free rider
problem 235–6
local community benefits 233
management strategy 226–7, 228, 235
market share 226, 228, 233–4
member satisfaction estimation 231
membership growth 225–6
membership policy 236
national agricultural co-operatives, overview
223, 224–5
non-pecuniary benefits to members 233
operational structure 226, 228, 235
opportunistic behaviour of investor-owned
firms (IOFs), avoidance of 234
ownership strategy 227
poultry industry overview 225
price control and quality assurance 233–4
property rights 235
retirement and share value 236
sanctions for free riders, distrust of 235, 237
stakeholder involvement 232, 233
supervisory committee 228
supply control, importance of 234
Transaction Cost Economics (TCE) and
value capture 230, 231
value definitions 231
value sharing 229–30, 231, 232–3, 533
vertical investments and integration 228,
230, 233, 235, 533
voting system 236

Green, J. 388
Greffe, X. 431
Grönroos, C. 258
Guest, D. 290, 293
Gui, B. 288
Guidi, D. 298
Gulati, R. 149, 150
Index 571

Gummesson, E. 259
Gupta, A. 256
Gürerk, Ö. 144

Hachem, K. 366
Hadorn, W. 304, 306, 308, 309, 311, 324
Haefeli, U. 302, 323
Hall, F. 38
Hall, P. 143
Hallsworth, A. 256
Hambrick, D. 206
Hamel, G. 37, 255
Hammerstein, P. 33
Hancock, J. 115
Handy, F. 294
Hansen, H. 231
Hansmann, H. 5, 36, 56, 57–8, 102, 286, 287, 298
Harms, S. 306
Harris, L. 265
Harsanyi, J. 148–9
Hatak, Isabella 270–84, 497
Hatch, M. 255
Hatch, N. 274
Hayami, Y. 491
Helmer, P. 14, 30, 100, 101
Hendrikse, G. 100, 484, 493
Henry, H. 28, 51
Henry, P. 411, 412, 429, 430, 431, 432, 438, 439
Heriot, K. 14, 31, 160
Herman, R. 69
Hind, A. 179
Hirschl, B. 509
Hirschman, A. 497
Hockerts, K. 305, 306, 309, 311
Hodgson, G. 288
Hoffmann, V. 31
Hogan, J. 162
Hogeland, J. 13, 26
Holbrook, M. 313
Holland, S. 16
Holmlund, M. 33, 37
Holmstrom, B. 100
Holmström, B. 381, 382, 388, 538
Holyoke, G. 9, 52
Homans, G. 27, 519
Hoskisson, R. 206
Hoy, A. 256
Huang, Z. 180
Hueh, B. 69
Hunt, S. 15
Huntzinger, F. 15, 40, 208, 209
Huson, M. 210
hybrid business form 12–14, 16, 31, 33, 35, 57, 58, 384, 516, 546–7
Ianes, A. 286, 289, 292
Iliopoulos, Constantine 102, 223–40, 536
incentive mechanisms 173–4, 235–6, 343–4, 383, 388–9
India, co-operative principles 55
industrial relations 89, 131
industry structure, effects of 29–30, 125–7, 546
information exchange
boards of directors of investor owned firms 210, 212, 213, 215, 217, 218
collaborative approach 257, 263, 430, 436, 437, 472
dairy market, Brazil 109
federated co-operative systems 147–8, 153
financial structure and investments in co-operative firms 382, 391
innovation in agricultural co-operatives, France 451
marketing our co-operative advantage (MOCA) 263
multi-stakeholder co-operatives 290
P-network approach (workers produce information in a participatory environment) 381, 382, 384–7, 391, 397, 538–9
Ingram, P. 29
innovation
agricultural co-operatives, France 450–52, 457–8, 460–61
fresh produce co-operatives, Netherlands 489–91, 493
future research 545
Livistock Improvement Corporation (LIC), New Zealand 469–71, 472, 474–5, 478, 542
pacemaker co-operatives across primary industries 162–3, 167–9
vegetable farmer co-operatives’, China 182–3, 184–5
innovation in agricultural co-operatives, France 447–63, 539, 541–2
AOC labels of origin and innovation 448, 449–50, 455–7
co-operative ideal helps innovation (Cocebi) 457–8
collective production regulating measure (Crémant de Bourgogne) 456–7
competitive advantage 450, 455, 460–61
definition of agricultural co-operative 449
developmental driving force (Crémant de Bourgogne) 455–7, 459–60
differentiation strategy and quality approach (Union Auboise) 454–5
knowledge, capitalizing on external 451
literature review 449–51
member loyalty strategies 454–5
organic Burgundy cereals agricultural
coopera tive company (Cocebi) 457–9,
460–61
organisational innovation, networks and
capabilities to innovate 451–2, 455,
456–7, 459–60
private companies and co-operatives,
division of work between 454, 455–6
production characteristics 448, 458–9,
460–61
production increase development (Cocebi
and Dijon Céréales) 458–9, 460–61
R&D spending and absorptive capacity
451–2
research methodology 452–3
sparkling wine producing co-operatives
454–7
sparkling wine producing co-operatives,
networking between makers 459–60
territorial embeddedness, evidence of 449
International Co-operative Alliance (ICA)
principles 51, 52–5, 59–60, 518
International Co-operative and Mutual
Insurance Federation (ICMIF) 59, 60
investment levels
and economic crisis, multi-stakeholder
coopera tive 296
and financial structure see financial structure and
investments in co-operative firms,
governance and organisational factors
vertical investments, Pindos Poultry
Co-operative (PPC), Greece 228, 230,
233, 235, 533
investment mutuals 60
Investor owned firms
board of directors see boards of directors of
investor owned firms, recommendations from co-operative model
distinction from co-operatives 4–7, 517
opportunistic behaviour, avoidance of 234
Ireland, N. 381
Ireland, agricultural co-operative modelling
and remodelling 67–81, 521, 522–3, 524,
525
Carbery Group 78
co-operative modelling and remodelling
overview 68–9
Dairygold case study 74, 76, 77–8, 79, 522–3
direct takeover (Newmarket) 75
EU milk quota system, proposed abolition
of 67, 69–70, 73, 76–7, 521
Glanbia case study 71–3, 76, 77–8, 79, 523
Harvest 2020 report 70
Irish Co-operative Organisation Society
(ICO S) 70, 80
Irish Dairy Board 70
joint ventures, ownership and control
concerns 73, 76
Kerry Group case study 74–4, 76–9, 523
Newmarket case study 75, 77–8, 79
PLC and co-operative management, need to
differentiate between 79
PLC structure 67, 70, 71–4, 76, 77–9, 521,
525
policy environment 69–70
profitability versus milk price 77–8
share equity problem and PLC approach 76
shareholding and voting rights 71, 73, 74, 75
sustainability of adopted models 78–9
Wexford Creamery case study 75–6, 77–8, 79
Ireland, credit union movement and commonly
held assumptions 241–53, 533, 535
Commission on Credit Unions report 242,
243, 244, 246, 249
Credit Union Act and merger decisions 248
credit union movement overview 242–3
economies of scale and scope, need for 246
financial concerns 242
limited scope of savings and consumer
borrowing needs 249–51
local economy contribution 250, 251
member value assumptions 246–7, 533, 535
membership role and co-operative
reinvention 242–4, 250–52
mergers and increased services 247–8
ownership structure and ethos 246, 248–9
relational aspect of service 246–7
services and pricing emphasis 246–7, 249–51
volunteering by membership 244–6
Iskow, J. 230
Israel, co-operative share value study 330
Ireland, credit union movement and commonly
held assumptions 241–53, 533, 535
Commission on Credit Unions report 242,
243, 244, 246, 249
Credit Union Act and merger decisions 248
credit union movement overview 242–3
economies of scale and scope, need for 246
financial concerns 242
limited scope of savings and consumer
borrowing needs 249–51
local economy contribution 250, 251
member value assumptions 246–7, 533, 535
membership role and co-operative
reinvention 242–4, 250–52
mergers and increased services 247–8
ownership structure and ethos 246, 248–9
relational aspect of service 246–7
services and pricing emphasis 246–7, 249–51
volunteering by membership 244–6
Iskow, J. 230
Israel, co-operative share value study 330
Italy
co-operative enterprises, history of 8
network co-operatives 37
performing arts co-operatives see under
performing arts co-operatives and
shared services
retail co-operatives 301
Sacmi as example of hi-tech and capital-
tensive firm 390–93, 538
social co-operatives 57
Social Enterprises (SE) 298
Italy, co-operative banking and financial
system 357–80, 537–8
aggregate net worth 361
dividend limits 361
ICCREA credit and financial services 358–9
insurance and financial sector (Legacoop) 357, 363–5
insurance and financial sector (Legacoop), governance problems 364
lending rate 360–61
lending relationships 366–7
local nature of 361
margins and commissions 361, 363
market share 359–61
mutual loan societies 357, 358, 359, 365–6
mutual loan societies, “clause of acceptance” of new members by old members 365–6
operational and allocation efficiency concerns 365
overview 358–65
participatory governance 365
peer monitoring model 357, 358, 361, 366, 367, 370–80
peer monitoring model, modification in times of crisis 378–80
performance assessment 365–7
profits, percentage as reserves 361
shareholder/board of directors conflict concerns 366
switching costs 366
takeover risk, absence of 366
tier 1 ration 361–3
Itkonnen, R. 42

Jacobson, R. 67
James, H. 14, 15, 44
Jank, M. 104, 105
Japan, consumer co-ops 62
Jarillo, J. 14, 42
Jassawalla, A. 258
Jensen, M. 206, 210
Johnson, M. S. 15
Johnson, M. W. 22, 24, 464
joint ventures
agricultural co-operatives, Ireland 73, 76
dairy industry, Australia 83–4, 89–94, 98, 168–9, 172, 523–4
fresh produce co-operatives, Netherlands 485–6
grain co-operatives, Australia 122, 131, 134, 522
Juno-Delgado, Edwin 411–46
Juran, D. 16

Kalmi, P. 11, 12
Kamann, D. 490
Kanter, R. 14
Karantininis, K. 449, 524
Karaosmanoglu, E. 264
Katz, E. 294
Kaufman, A. 208
Kelly, G. 35
Kenkel, P. 330
Keramidou, I. 225
King, R. 16
Kirby, D. 488
Kirby, P. 242
Kiziner, I. 288
Klingman, M. 505
Knez, M. 149, 151
Knight, L. 33
Knopke, P. 116
Kogut, B. 150
Koldijk, F. 484
Korea, iCOOP 58
Kotler, P. 258
Kreps, D. 287
Kristensen, F. 250
Krivokapic-Skoko, B. 15, 31, 35, 430
Krohmer, H. 254, 256
Kumar, V. 312
Kwon, S.-W. 6, 32, 123

Ladd, G. 5
Lam, A. 451
Lamarche, T. 258
Lambropoulou-Demetriadou, B. 224
Lancaster, G. 30
Lan, N. 274
Lang, Richard 496–511
Laroche, H. 254
Lasprogata, G. 13
Lau, H. 16
Law, P. 381
Lawler, D. 210
Lawler, E. 207, 290, 293
Lazear, E. 388
Lé, S. 449
Le Roy, F. 450
Leana, C. 32
legal framework comparisons 104–5, 425–9, 431–2, 446
see also government role
Leidl, D. 263
Leimar, O. 33
Lemmink, J. 313
Lerman, Z. 14, 16, 39, 436
Leslie, B. 77
LeVay, C. 101, 160, 169, 179, 198, 199, 203, 527
Levinthal, D. 451
Sustainable co-operative enterprise

Lewis, G. 23
Liang, Qiao 179–87
Liberecap, G. 29, 520
Lichtsteiner, H. 301, 314, 317, 318
Lightfoot, G. 304
Lin, N.-P. 313, 314
Lindgren, P. 25
Lindquist, J. 158
Lindskold, S. 278
Llewellyn, D. 430
local community involvement see community involvement
Locke, S. 500
Looney, J. 29, 520
Loorbach, D. 26
Loose, W. 301, 302
López-Gamero, M. 31
Lorenzoni, G. 37
Loria, A. 13
Lorino, P. 254
Lucas, R. 313
Luffman, G. 264
Lund, M. 58
Luo, X. 274
Lyons, M. 13
McCain, R. 14
McCarthy, Olive 67–81, 250
McClintock-Stoel, L. 15
McCulloch, Maureen 411–46
McEwen, B. 29
McFadzean, J. 8
McGrath, R. 464
McGuinness, T. 254
McKillop, D. 13, 31
McLean, M. 12
McMaster, R. 8
McMillan, D. 44
MacMillan, I. 464–5
MacPherson, I. 51
Mael, F. 151
Mahadevan, B. 25
Mair, J. 12
Makihisa, M. 367
Malo, M. 208
Mamouni Limnios, Elena 3–50, 113–39,
160–78, 188–205, 312, 465, 515–58
management strategies
board of directors see board of directors
dairy industry, Australia 93–4
Livestock Improvement Corporation (LIC), New Zealand 472, 473
meat processing business, Australia 331–2,
337–8
Mobility car sharing, Switzerland 305
performing arts co-operatives 416, 417, 419,
420–22, 427, 429, 433, 434, 436
Pindos Poultry Co-operative (PPC), Greece 226–7, 228, 235
United Farmers Co-operative Company (UFCC), WA 190, 200
vegetable farmer co-operatives, China 182–3,
184–5
see also governance system
Manz, C. 367
market share
banking and financial system, Italy 359–61
dairy co-operatives, Brazil 107–8
Pindos Poultry Co-operative (PPC), Greece 226, 228, 233–4
marketing
co-operative bank, Austria 277
federated co-operative systems 145–6, 147,
154–5, 156
grain co-operatives, Australia 125–7
new marketing co-operatives, fresh produce co-operatives, Netherlands 484–5
price stability and market risk reduction 35
marketing our co-operative advantage (MOCA), implementation challenges 254–69, 533, 535–6
authenticity of co-operative advantage 263
co-operative strategies and co-operative advantage 256
collaborative approach 257, 263
competences and business processes, effects of 265–6
competitive advantage 258
distinctiveness, establishing 255, 258, 263
ethical values 255, 258
evaluation of MOCA 255–7
implementation barriers and enablers 259–66
information exchange, importance of 263
literature review 259–66
members and staff, engagement with 258
membership understanding of co-operative advantage 263
MOCA approach 258–9
organisational commitment, evident 264
organisational culture and behaviours, influence of 264–5
overview 254–5
stakeholders and customers, understanding needs of 258, 263, 265, 535–6
strategic coordination and communication 259–63
strategy formulation and implementation, separation of 256–7
team commitment and group decision process 257, 258
training and development in competences 266
Marshall, A. 7, 11, 517
Mart, I. 12
Martin, Michel 447–63
Martin-Juchat, F. 258
Martins, P. 100, 103, 105, 106, 107, 108
Maslow, A. 314
Mason, R. 242, 243
Mata, M. 342
Mattesini, F. 368
Mavondo, F. 255
Max-Neef, M. 303, 314, 315, 318, 320, 323
Mayo, E. 332
Mazzoli, Marco 357–408
Meade, R. 466
Means, G. 9, 42, 287
meat processing, Australia see shareholder value assessment, meat processing business, Australia
Meireles, A. 105
Melewar, T. 264
member value proposition see value, member value proposition
member-owned business taxonomy see
definition of co-operative enterprise, taxonomy of member-owned business members
directors as, benefits of 210
economic value to 5–7, 9, 10, 12
engagement with, marketing our co-operative advantage (MOCA) 258
equal member benefits, pacemaker co-operatives across primary industries 169–70, 172
inactive or non-users, allowance for 347
innovation, vegetable farmer co-operatives, China 182–3, 184–5
as investors 43, 60–61, 175–6
involvement, credit union movement, Ireland 242–4, 250–52
involvement, Mobility car sharing, Switzerland 309
involvement, renewable energy and citizen-based co-operatives 504, 509
loyalty strategies 14–15, 172–5, 199, 454–5
member level analysis see business model, conceptual framework, member level analysis
member level analysis, grain co-operatives, Australia 133–6
minimum membership terms, Mondragon co-operatives 346–7
in need, supporting, co-operative bank, Austria 277–8, 280
overlapping membership problems, dairy industry, Australia 93
ownership concerns, performing arts co-operatives 424–5, 437, 540–41
as patrons 43, 176
representation on board of directors 207–8, 212, 213, 214–15, 216–17, 528–9
retirement and share transfer 165–6, 175, 236
share ownership see share ownership subscriptions, reliance on, performing arts co-operatives 419, 420
understanding of co-operative advantage 263
see also ownership strategy
Menozzi, D. 14
mergers 110, 121, 161, 162, 191, 197, 199, 247–8, 304–5, 307, 308
Merino, S. 344
Meulenber, M. 483
Mikami, K. 30
Miles, R. 15, 42, 257
Miller, D. 519
Miller, K. 27
Miller, L. 265
Miller, M. 9
Miranda, M. 343
Mitchell, J. 450
Mitroff, I. 242, 243
Mittone, L. 497
Miyazaki, H. 296
Mobility car sharing, Switzerland 301–26, 534, 536
board of directors composition 310
cleaning and maintenance arrangements 310–11
co-operative principles and service orientation, striking balance between 307–8, 321–2
coo-operative structure 308–11, 320
community, sense of 319–20
competitiveness 310
decision-making power of members 321–2
easy access, importance of 320–21
expansion plan, grassroots activists’ challenges to 309–10
free-riding problems 306
green ideology foundations 305, 306, 307, 322
Sustainable co-operative enterprise

- history of 302
- management strategy, problems with early 305
- member/customer proportions 308
- membership involvement 309
- mergers and ATG expansion strategy 304–5, 307, 308
- modern co-operatives, rise of 304–5
- monopoly status 305–6
- participants 302
- profit reinvestment 306
- regional active member forums 310
- research methodology 303
- reservation system 318–19, 321, 323
- safety standards 319, 321
- self-service principles 310–11
- ShareCom, voluntary self-help strategy 305, 307, 311
- technological development 306, 318–19, 321, 323
- trademark colour 322
- transparency and open communication 319, 320
- trial memberships 320
- voting system 320
- ZüriMobil project 304–5

Mobility car sharing, Switzerland, member value

- co-operative identity 311–12
- economic aspects 312–13, 315, 316, 319
- individual-centred perspective 313–14, 315, 319–23
- latent preferences 315–16, 317, 318–23
- local community involvement 315, 321–2
- measurement 311–18, 534, 536
- non-economic aspects 313, 315, 316
- organisational preferences 314–15
- origins of 316
- terminal goals 316–17
- time dimensions and changed expectations 317–18
- understanding of term 312

Mokwa, M. 258, 259, 261, 264
Monath, H. 499
Money, K. 218
Monsen, H. 274, 312
Monzón, J. 343–4
Mooney, P. 6, 334
Mora, C. 14
Moral, E. 355
Morales, A. 344
Morgan, N. 255, 256, 262, 266
Morgan, R. 15, 254, 256, 258, 259, 266
Muhammad, J. 14, 15
Motwani, J. 16
Moyano-Fuentes, J. 14, 38
Mueller, J. 497
Muers, S. 35
Muheim, P. 302, 304
Muller, P. 449
multi-sector co-operatives see Spain, Mondragon co-operatives, financing
multi-stakeholder co-operatives 285–300, 534, 535
agency costs 287
contractual constraints with non-controlling stakeholders 290
contractual relations and governance rules 290
corporate social responsibility and profit-seeking firms 287, 288
governance characteristics and sustainability 288, 289, 290, 294
internalization of external contractual effects and inclusive processes 289–90, 291
knowledge creation about social needs and organisational processes 290
as networks 292
ownership costs 286
positive psychological effects of deliberative and inclusive processes 290
price reductions and inclusive preferences 291
profit distribution and accumulation of funds 291
self-seeking behaviours, avoidance of 288
social capital accumulation 290
social co-operatives 285, 286, 289, 291, 534
social surplus, production and distribution 291
social value production 289–92
as special case of multi-stakeholder organisations 287–8
trust and reciprocity and increased co-operative behaviour 290, 292
multi-stakeholder co-operatives, CEFF system (educational co-operative), Italy 292–6
decision makers and risk management 294–5
diversification 296
economic crisis, dealing with 295–6
employment stability, ensuring 296
financial turnover 293, 295–6
governance distribution 293
investment levels and economic crisis 296
local social cohesion, strengthening 293–4
managerial independence in decision making 295
network ties, strengthening 296
organisational structure 292–3, 294
quality system for recruitment 294
social values, sharing 294, 534, 535
stakeholder requirements 293
sustainability assessment 295
workers as patrons, inclusion of 293, 294
Münkner, H. 209
Munoz, J. 464
Murphy, K. 210
Murphy, M. 242
Murray, A. 204
Murray, R. 437
Naddeo, E. 69
Narayan, D. 33
Narver, J. 264
Nava, R. 289
Navarra, C. 296
Neary, H. 296
Neck, H. 12, 31, 517
Negrini, R. 390
Nelson, R. 288, 451
Nembhard, J. 13, 15, 32, 332
Netherlands
agricultural co-operative turnover 223
fresh produce co-operatives see fresh produce co-operatives, organisational innovation, FresQ, Netherlands
networking
effectiveness, systems level analysis 33–4, 37, 42, 520–21
fresh produce co-operatives, Netherlands 491–2, 493
innovation in agricultural co-operatives, France 451–2, 455, 456–7, 459–60
Livestock Improvement Corporation (LIC), New Zealand 472
multi-stakeholder co-operatives 292, 296
new generation co-operatives 91–2, 122, 173, 523–4, 524
New Zealand
co-operative enterprises, history of 8
Livestock Improvement Corporation see business model evolution and Livestock Improvement Corporation
Nha, N. 35, 231
Nicholls, A. 264
Nicolas, Y. 411
Nilsestuen, R. 69
Nioche, J.-P. 254
Noble, C. 258, 259, 261, 264
Nooteboom, B. 491
not-for-profit (NFP) organisations, distinction from co-operatives 4–5
Nourse, E. 229
Novkovic, S. 13, 26, 33, 45, 231, 447, 449, 517, 524
Nowak, M. 33, 174
Nunes, P. 22
Nunez-Nickel, M. 14, 38
Nyssens, M. 13
O’Cass, A. 254
O’Ferrall, F. 242
Ogbonna, E. 265
Ogmedal, T. 383
O’Keeffe, P. 76
Ole Borgen, S. 14, 15
O’Leary, C. 67
Oliver, C. 257
Olson, F. 231
Olson, M. 101
one-member-one-vote principle see voting rights, one-member-one-vote principle
Opie, R. 9
organisational factors
culture and behaviours, influence of 264–5
design phase, dairy co-operatives, Brazil 101, 103–5
and financial structure see financial structure and investments in co-operative firms, governance and organisational factors
fresh produce co-operatives, Netherlands 492–3
and innovation, agricultural co-operatives, France 451–2, 455, 456–7, 459–60
multi-stakeholder co-operatives 292–3, 294
punctuated equilibrium theory 519–20
transformations, dairy industry, Australia 83–5
Ory, J.-N. 255, 447
Osterberg, P. 231
Osterwalder, A. 22, 24, 35, 254, 464
Ostrom, E. 288, 290
ownership strategy 15
credit union movement, Ireland 246, 248–9
financial structure and investments in co-operative firms 383
member-owned business taxonomy see definition of co-operative enterprise, taxonomy of member-owned business
ownership costs, multi-stakeholder co-operatives 286
Pindos Poultry Co-operative (PPC), Greece 227
see also governance system; members
Ozdemir, G. 136
P-network approach (workers produce information in a participatory environment) 381, 382, 384–7, 391, 397, 538–9

pacemaker co-operatives see Australia, pacemaker co-operatives across primary industries
Pagano, M. 394
Palmer, A. 44
Parliament, C. 14, 16, 39, 436
Parnell, E. 68, 69, 243
Passey, A. 13

patronage
performing arts co-operatives 418, 419, 423, 430, 435
refunds, federated co-operative systems 154
refunds, Mondragon co-operatives, Spain 345–6
transition to owner/community member, pacemaker co-operatives across primary industries 176
workers as patrons, multi-stakeholder co-operatives 293, 294

Patton, M. 465
Payne, P. 28, 119, 130
peer monitoring model, co-operative banking 357, 358, 361, 366, 367, 370–80
Pelled, L. 209
Pellegrin-Rescia, M. 11, 44, 449
Penrose, E. 520
Peredo, A. 12, 14, 27, 32, 123, 519
performing arts co-operatives and shared services 411–46, 539, 540–41
Arts Council budget cuts, UK 411, 418, 419, 423
Charity Commission (UK), and public interest recognition 427, 428–9, 432–3, 434, 435, 437–8
Co-op E (Fanny & Alexander) (Italy) 417–18, 434, 435, 436
Co-operative and Community Benefit Societies and Credit Unions Act (UK) 426
co-operative status as militant act 414–15, 418, 435
co-operative status, perceived drawbacks 415–16, 417, 422–4, 430–31, 433–6
collaboration and bargaining power opportunities 430, 436, 437
Community Interest Company (CIC) (UK) 427–8, 432
Compagnie 4 litres 12 (4l12) (France) 416–17, 433–4, 435
Coursiive Boutariic (France) 416, 435, 436
cultural activities and co-operative forms, synergies between 427
DRAC (French ministry of culture) convention 416–17
free rider concerns 416, 420, 422
funding considerations 415, 416–17, 418, 419, 421, 422, 423, 429–33, 434, 435, 437–8
future research 420, 423–4
management and democratic processes 416, 417, 419, 420–22, 427, 429, 433, 434, 436
management, hierarchical structure 423
member ownership concerns 424–5, 437, 540–41
membership subscriptions, reliance on 419, 420
ONLUS institution (Italy), social aims and tax benefits 427
Orchestra of the Age of Enlightenment (UK) 420–22, 424, 430, 435, 436
organisations considering becoming co-operatives 418–20, 434–5
public funding problems 411
public interest recognition 427–9, 431, 432–3, 434, 435, 437–8
Red Ladder (UK) 422–4, 433, 434, 435
research methodology and case selection 412–14, 441–5
reserve funds, allocation of 414, 417, 422, 423, 429–30, 432, 434, 437–8
resilience in economic climate 431–3, 435
SCIC (Société Coopérative d’Intérêt Collectif), reasons for choosing 208,
Index

415–16, 424–5, 427, 428, 429, 430, 435
SCOP (Société Coopérative et Participative), reasons for choosing 414–15, 416–17, 427, 429–30
sector development and patronage involvement (parrainage) 418, 419, 423, 430, 435
share dividend payments 429–30
shared services co-operative (unregistered) 418–22, 424
Solentiname (France) 414–15, 435
UK cases 418–24
unpaid work, reliance on 432–3
value for members, importance of 430
Peridis, T. 207
Perrier-Cornet, P. 450
Pestoff, V. 13, 496
Peters, J. 29
Petersen, B. 100
Petersen, M. 366
Pfeffer, J. 42, 519
Piercy, N. 254, 255, 258, 260, 263, 264, 265, 274
Planner, J. 116, 118, 124, 131
Platoni, S. 391, 393
Platzer, M. 278
PLC structure 67, 70, 71–4, 76, 77–9, 521, 525
Plunkett, Bradley 82–99, 101, 488
Polge, M. 450
political factors see government role
Pollet, I. 37
pooling arrangements 86–7, 108, 120, 121, 162
Portugal, agricultural co-operative turnover 223
Prahalad, C. 37, 255
Prakash, D. 15, 39
pricing strategy
credit union movement, Ireland 246–7, 249–51
federated co-operative systems 146–7, 154–5
fixed pricing arrangements, United Farmers Co-operative Company (UFCC), WA 190
price margins and supermarket pressure, dairy industry, Australia 88–9
price reductions and inclusive preferences, multi-stakeholder co-operatives 291
and quality assurance, Pindos Poultry Co-operative (PPC), Greece 233–4
stability and market risk reduction 35
transparent, pacemaker co-operatives across primary industries 166
Pritchard, H. 312
Pritchett, L. 33
private label products 89, 147, 154–5
privatisation see deregulation effects
production strategies
agricultural co-operatives, France 448, 458–9, 460–61
fresh produce co-operatives, Netherlands 490–91, 493
meat processing business, Australia 327
profits strategy 24, 36
and accumulation of funds, multi-stakeholder co-operatives 291
coop-operative bank, Austria 275, 276
federated co-operative systems 145
financial structure and investments in co-operative firms 387, 391, 392–3
grain co-operatives, Australia 131
Livestock Improvement Corporation (LIC), New Zealand 471–2, 477
Mondragon co-operatives, Spain 345–6, 352–3
multi-stakeholder co-operatives 287, 288
pacemaker co-operatives across primary industries 165–6
percentage as reserves, co-operative banking and financial system, Italy 361
profitability versus milk price, Ireland 77–8
reinvestment, Mobility car sharing, Switzerland 306
vegetable farmer co-operatives, China 183–4
property rights 199–200, 235
Pryor, M. 256
public interest recognition, performing arts co-operatives 427–9, 431, 432–3, 434, 435, 437–8
public sector
funding problems, performing arts co-operatives 411
intervention, dairy co-operatives, Brazil 104, 105
PLC structure 67, 70, 71–4, 76, 77–9, 521, 525
punctuated equilibrium theory 519–20
Purtschert, R. 282
Purvis, M. 30
Putnam, R. 293, 491
Putterman, L. 292
Quadrelli, Gabriele 357–80
quality approach
and differentiation strategy, agricultural co-operatives, France 454–5
market targeting, fresh produce co-operatives, Netherlands 485–6, 487, 489, 493
price control and quality assurance, Pindos Poultry Co-operative (PPC), Greece 233–4
quality standards, dairy co-operatives, Brazil 107
recruitment system, multi-stakeholder co-operatives 294
Quarrey, M. 208
R&D see innovation
Rabbeno, U. 13
Rafiq, M. 260
Ragwitz, M. 499
Raiffeisen, F. 8, 270
Raimbault, Sophie 206–20
Rajan, R. 366
Rasmusen, E. 270
Rastoin, J.-L. 450
Rau, I. 505, 506
Raynor, M. 464
Reardon, T. 106, 107
Reed, H. 496
regulation see government role
Reichheld, F. 255
Reid, D. 264
Reiner, Elisabeth 496–511
renewable energy and citizen-based co-operatives, Germany 496–511, 540, 541
administrative tasks, responsibility for 504
citizen participation evaluation 505–6
citizen participation, political use of 505
citizen-based co-operatives, overview 496–7
competitiveness 502
corporate form 507
EEG (Renewable Energy Sources Act) 499–500, 503
Electricity Feed-In-Law 499
energy market deregulation 501
energy policy context 498–500
financial co-operatives and funding 506
formation of energy co-operatives, promotion of 506–7
geographic conditions, effects of 505
governance and business model 502–4
government subsidies 499, 500, 503, 507
KWKG (Power-Heat Cogeneration Act) 500
legal form, importance of 506–8
Local Agenda 21 project 501, 502
member involvement 504, 509
member/non-member benefits 503–4
membership value and identity 505–6, 541
nuclear energy protests 498–9
nuclear phase-out 500
registered association form 507
research methods 497–8
risk assessment 503
RoStrom brand 503–4
share dividends 504
shareholding and voting rights 503, 507
Solargenossenschaft Rosenheim, history of 501–2
wind energy promotion 499
resiliency 14–15
pacemaker co-operatives see Australia, pacemaker co-operatives across primary industries, resilient pacemakers
performing arts co-operatives 431–3, 435
retirement and share transfer 165–6, 175, 236
succession planning system, federated co-operative systems 155
Rhodes, V. 36
Ricart, J. 22
Richter, D. 313, 315
Ringle, G. 275, 312
Riordan, M. 368
risk assessment 35, 172, 294–5, 503
Robotka, F. 15
Rochdale Society of Equitable Pioneers 7, 9, 38, 52, 53, 104
Roessl, Dietmar 270–84, 496–511
Rogers, E. 542
Rogers, R. 100
Rokeach, M. 316
Rokholt, P. 243–4, 246, 247, 249, 250
Romanelli, E. 519
Rommel, J. 497
Roos, J. 498, 499
Rose, R. 118, 124, 127
Rosen, S. 388
Rosenbloom, R. 24
Rosier, E. 258, 259
Rowe, L. 13
Roy, E. 6
Royer, J. 100, 179, 270
Ruffio, F. 449
Russia, co-operative enterprises, history of 8
Ryan, R. 290, 291
Ryan, T. 28, 119
Ryterband, D. 208
Sabatini, F. 290
Sabeti, H. 517
Sacchetti, Silvia 285–300
Sacco, P. 381, 389, 394
Sacconi, L. 287, 292
Salaberria, J. 355
Salancig, G. 42, 519
Salinas, F. 344
Santiago, K. 344
Saparito, P. 33
Sashittal, H. 258
Sasser, W. 266
Savery, Lawson 327–38
Schein, E. 264
Scheper, H. 218
Schmid, B. 308, 309, 310
Schmidt, K. 44
Schmidt, M. 499
Schmitter, P. 37
Schneider, B. 313, 315
Schoen, D. 209
Schultz, M. 255
Schulze-Delitzsch, H. 270
Schumpeter, J. 520
Schweizer-Ries, P. 505
Selten, R. 148–9
Sensfuiss, F. 499
Seward, J. 206
Sexton, R. 14, 37, 100, 230
Shah, T. 35, 55, 430, 518
Shaheen, S. 301
share dividends 76, 429–30, 504
  retirement and share transfer 165–6, 175, 236
share structure 5, 6, 16, 38–9, 92, 94, 120, 132, 165–6, 471, 475
future research 544–5
shared services, performing arts co-operatives see performing arts co-operatives and shared services
shareholder
  board of directors, conflict concerns 366
  voting rights see voting rights
shareholder value assessment, meat processing business, Australia 327–38, 534, 536
board of directors’ role 328
“club” co-operative, call for 328
common ownership problems and new members 330, 332
community involvement 331, 334–6
community scholarship and training 335
diversification 337
employees, wages and compensation insurance costs 336–7
Enterprise Agreement 336
equity distribution, call for 330, 536
equity to share value ratio 329
free-rider problem 332, 338
investor role, suppression of 332, 334, 338
management strategy 331–2, 337–8
membership and share ownership 328, 337–8, 534, 536
principle of user ownership, restrictions on 329
producer to co-operative livestock flow 333–4
production and purchase strategies 327
rebate to members for animals sent for slaughter, problems with 332–3
Rural Society to service provider change 327
survival requirements 334
share buy-back issues 328–9
share price maintenance concerns 330–31
share as true value of the co-operative, arguments for 329–30, 332
shareholder dividends 328–34
shareholding maximum 330
shareholding reduction and equity share 330–31
surplus funds, reinvestment decisions 331
voting rights 332, 338
water treatment plant 336
Sharma, S. 31
Sharpe, S. 368
Sheth, J. 313
Shi, S. 368
Shiller, R. 397, 398
Shiraishi, M. 254, 447, 449
Shleifer, A. 209, 210
Shoemaker, F. 542
Sigmund, K. 33, 174
Simkin, L. 254, 259, 261, 263, 264, 265, 266
Simonnet, V. 431
Sims, H. 367
Sinapi, Christine 411–46
Sing, W. 118
Singh, J. 15
Sirdeshmukh, D. 15
Sisk, D. 36
Sitkin, S. 367
Sivertsen, S. 15
Skurnik, S. 5
Slater, S. 263
Smith, B. 312
Smith, D. 489
Smith, S. 381, 384, 388
Snow, C. 15, 42, 257
social capital 6–7, 32–4, 35, 129–30, 290, 491–2, 493, 545
social co-operation
  corporate social responsibility (CSR) 270, 272, 274–82, 287, 288, 533–4, 535
goals and ethical practices 207
importance of 27–8, 33–4, 37, 42, 519, 520–21
multi-stakeholder co-operatives 285, 286, 289, 291, 534
role, grain co-operatives, Australia 123–4
social enterprises 12–13
community involvement see community involvement
democratic processes see democratic processes
and economic capital 31–2
future research 517
as hybrid business form 12–14, 16, 31, 33, 35, 57, 58, 384, 516, 546–7
marketing see marketing
social value production 35, 289–92, 294, 534, 535
see also value
Sohal, A. 452
Somerville, P. 282, 508
Sorokin, P. 27
Soskice, D. 143
Sousa, J. 69
Soutar, Geoffrey N. 15, 160–78, 312, 313
Soviet Union, and co-operative principles 53
Spain
agricultural co-operative turnover 223
Eroski retail co-operative 57, 58
network co-operatives 37
Spain, Mondragon co-operatives, financing 54, 341–56, 537
Co-operative Law 344, 346–7
Co-operative Law of the Basque Country 349
co-operative model, reasons for use of 342
external fundraising sources 344
financial crisis (2010), effects of 342
group divisions 342
identity and values 342–3
inactive members or non-users, allowance for 347
interest rates payable to members 345–6
management participation by workers 346
members’ economic limitations 343, 344, 345
membership, minimum terms 346–7
Mondragon overview 342–3
number and employment of co-operatives in Spain 341–2
patronage refunds (profit sharing) 345–6
Subordinated Financial Contributions 344
workers’ co-operatives, incentives to create 343–4
Spain, Mondragon co-operatives, financing, financial resources
capital investment 345–7
capital reduction by reimbursement 346–7
capitalization of interest 346
Compulsory Reserve Fund 348
difficulties in attracting 343–4
entry fees 347
Eroski, subordinated debt issued by 350
Fagor, subordinated debt issued by 350–51
financial instruments issued in series 351
inter-co-operative funds 353
Lagun Aro (mutual insurance company) assistance 353–4
member’s initial investment 345
national 344–51
minimum capital requirements 346
participative securities 351
periodic fees 347
profit pooling 352–3
reserve funds 345, 347–9
resources peculiar to Mondragon 351–4
subordinated debt 349–51
voluntary reserve funds 348–9
Spear, R. 29, 35, 207, 243, 255, 256, 533
specialization, fresh produce co-operatives, Netherlands 482, 483, 488
Spelman, R. 474
Staatz, J. 37, 101, 230
Stake, R. 115
stakeholders
involvement, Pindos Poultry Co-operative (PPC), Greece 232, 233
involvement, recommendations from co-operative model 213, 218
management 56, 57–8, 60, 518
multi-stakeholder co-operatives see multi-stakeholder co-operatives
understanding needs of, marketing our co-operative advantage (MOCA) 258, 263, 265, 535–6
Stanley, K. 496
Sternquist, B. 15
Stervinou, S. 449
Stiglitz, J. 358, 367, 370–80, 538
Stimson, R. 124
Stoelhorst, J. 262, 265
Stokey, N. 388
Stout, L. 295
Streeck, W. 37
Strijker, D. 490
Stryjan, Y. 243, 252
subsidiaries 145, 476, 478
succession planning system
federated co-operative systems 155
retirement and share transfer 165–6, 175, 236
Sugden, R. 286, 288, 290, 292
Sullivan Mort, G. 12
supply chain management 16–17, 30, 38, 43
sustainability assessment
agricultural co-operative modelling and remodelling, Ireland 78–9
multi-stakeholder co-operatives 288, 289, 290, 294, 295
pacemaker co-operatives across primary industries 167
United Farmers Co-operative Company (UFCC), WA 193–6, 198–9
Suter, Peter 301–26
Svendsen, S. 329
Svensson, G. 16
Sweden, agricultural co-operative turnover 223
Sweeney, J. 15, 313
Switzerland
Mobility car sharing see Mobility car sharing, Switzerland
retail co-operatives 301
Sykuta, M. 14, 15, 44, 270
Sylvander, B. 449, 450
systems level analysis
business model see business model, conceptual framework, systems level analysis
grain co-operatives see Australia, grain co-operatives, systems level analysis
Tanaka, S. 30
Tanguy, Corinne 447–63
Tarondeau, J.-C. 254
taxation 92, 94, 95, 114, 118–19, 124–5, 129, 135, 427
technological development
dairy co-operatives, Brazil 107, 108
farm management and productivity software products, New Zealand 470–71
hi-tech and capital-intensive industries, readiness for 389–93, 538
Mobility car sharing, Switzerland 306, 318–19, 321, 323
pacemaker co-operatives across primary industries 162
Teece, D. 22, 35, 448, 464
Tenbrock, C. 500
Tennbakk, B. 14, 43, 430
Theodorakopoulou, Irini 223–40
Theurl, T. 271, 274
Thomas, D. 28, 114, 116, 117, 119, 124, 126, 128, 131, 132, 133
Thompson, J. 464–5
Thorrell, H. 150
Thorpe, E. 254, 256, 258, 259
Tidd, J. 488, 489
Tjosvold, D. 209
Tornroos, J.-A. 33, 37
Tortia, Ermanno C. 285–300
Triboulet, P. 449
Trimble, C. 22
Trimi, S. 25
Trout, C. 312
Truche, M. 450
Truffer, B. 306
trust levels 33, 290, 292, 295, 296, 35, 451, 492
Tschöppel, M. 313, 315
Tugwell, R. 9
Turkey, agricultural co-operatives 136
Turner, K. 367
Tushman, M. 478, 519
Udell, G. 366
UK
Arts Council budget cuts 411, 418, 419
Co-operatives UK, value judgements 60
Community Interest Company (CIC) 298, 427–8
Cooperative Food, fair trade commitment 264, 266
employee mutuals 59
Fenwick Weavers’ Society 7–8
Industrial and Provident Societies Acts 28
performing arts co-operatives see under performing arts co-operatives and shared services
Rochdale Society of Equitable Pioneers 7, 9, 38, 52, 53, 104
Shore Porter's Society, Aberdeen 7
Urrutia, D. 411, 412, 429, 430, 431, 432, 438, 439
US
agricultural co-operatives 69
Capper-Volstead Act 101
co-operative enterprises, history of 8, 9
Cooperative Marketing Act 29
Dept of Agriculture, Co-operative Department principles 54
farmer-owned co-operatives, formation of 101
government regulation of agriculture 29
health co-operatives, blocking of 30
investment mutuals 60
New Deal 29
regional electricity generation and distribution systems 31
tours to, Canadian federated co-operative systems 153
Uzea, F. Nicoleta 143–59
Valentinov, V. 223, 496, 497, 508
value
co-operative banks see Austria, co-operative bank (Raiffeisen (RRB))
customer value proposition 23–4, 35
economic value to members 5–7, 9, 10, 12
judgements, member-owned business 60
maximisation strategies, shortcomings of, dairy industry, Australia 93
shareholder value assessment see shareholder value assessment, meat processing business, Australia
sharing, recommendations from co-operative model 207, 213, 214, 216, 218
social value production 35, 289–92, 294, 534, 535
value-chain creation, innovation in agricultural co-operatives, France 460–61
value, member value proposition 5–7, 9, 10, 12
business model, member level analysis 35–6, 37, 43, 520, 532, 543–4
co-operative banks see Austria, co-operative bank (Raiffeisen (RRB)) and value generation for members
credit union movement, Ireland 246–7, 533, 535
Livestock Improvement Corporation (LIC), New Zealand 469–70, 477–8
Mobility car sharing see Mobility car sharing, Switzerland, member value
pacemaker co-operatives across primary industries 164, 165, 174–5, 530–31
performing arts co-operatives 430
Pindos Poultry Co-operative (PPC) see Greece, Pindos Poultry Co-operative (PPC) and true value of membership
renewable energy and citizen-based co-operatives 505–6, 541
United Farmers Co-operative Company (UFCC), WA 193, 195, 203–4, 530, 532
Van Bekkum, O. 16, 43, 223, 338
Van Buren, H. 32
Van Dijk, G. 100, 223
Van Huyck, J. 149
Van Raaij, E. 262, 265
Van Sickle, J. 5
Van-Hoomissen, T. 288
Vanek, J. 381, 384
Varey, R. 266
Venkatesan, R. 312
Vigne, V. 429
Vishny, R. 209, 210
Vissac-Charles, V. 450
volunteering, by membership, credit union movement, Ireland 244–6
Von Arb, O. 322
Voola, R. 254
Vorhies, D. 255, 262, 266
voting rights 3, 5, 6, 9, 15
enterprise level analysis 39, 42, 44, 61
Livestock Improvement Corporation (LIC), New Zealand 470, 477
Mobility car sharing, Switzerland 320
multiple votes, control of 383, 386, 390
Pindos Poultry Co-operative (PPC), Greece 236
renewable energy and citizen-based co-operatives, Germany 503, 507
shareholder value assessment, meat processing business, Australia 332, 338
and shareholding, agricultural co-operative modelling and remodelling, Ireland 71, 73, 74, 75
voting rights, one-member-one-vote principle 381, 383, 387, 389, 391, 393, 538
alternatives to, future research 545
pacemaker co-operatives across primary industries 166, 176
vegetable farmer co-operatives, China 182, 183, 185
Waldmann, R. 381, 388
Wall, T. 290, 293
Walsh, J. 206
Walter, G. 505
Walters, D. 30
Warbasse, J. 11
Warbasse, J. 11
Ward, A. 13, 31
Ward, Michael 67–81, 257
Warren, D. 189, 190, 193
Waters, J. 242, 250–51
Watkins, W. 38
Watson, A. 119, 125
Watson, C. 161, 162
Webb, T. 254, 535
Weick, K. 209, 367
Weisbach, M. 210
Weisbrod, B. 287, 298
Weitzner, D. 207
Werner, W. 271, 272
Whittam, G. 13, 32, 517
Whyatt, Georgina 254–69
Williams, R. 8, 16–17, 546
Wilson, M. 7
Winter, I. 6, 32, 123
Winter, S. 288, 451
Wood, D. 274
Wood, S. 290, 293
Woolcock, M. 33
Wooldridge, B. 257
workers see employees
Workman, J. 266
Worley, C. 207
Wuestenhagen, R. 505

Xu, Xuchu 179–87

Yami, S. 450–51
Yin, R. 115, 210, 452–3, 465

Zajac, E. 206
Zamagni, S. 55, 292
Zamagni, V. 55
Zeithaml, V. 313
Zeuli, K. 231–2
Zhao, J. 179
Zoellner, J. 505, 506
Zook, C. 464
Zott, C. 23, 25, 464
Zucker, L. 15, 210
Zylbersztajn, D. 493