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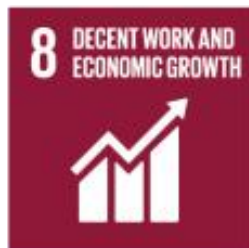
## Scaling Co-operative Enterprise for a Better World

Dr. Adrian R. Bailey  
Senior Lecturer in Management

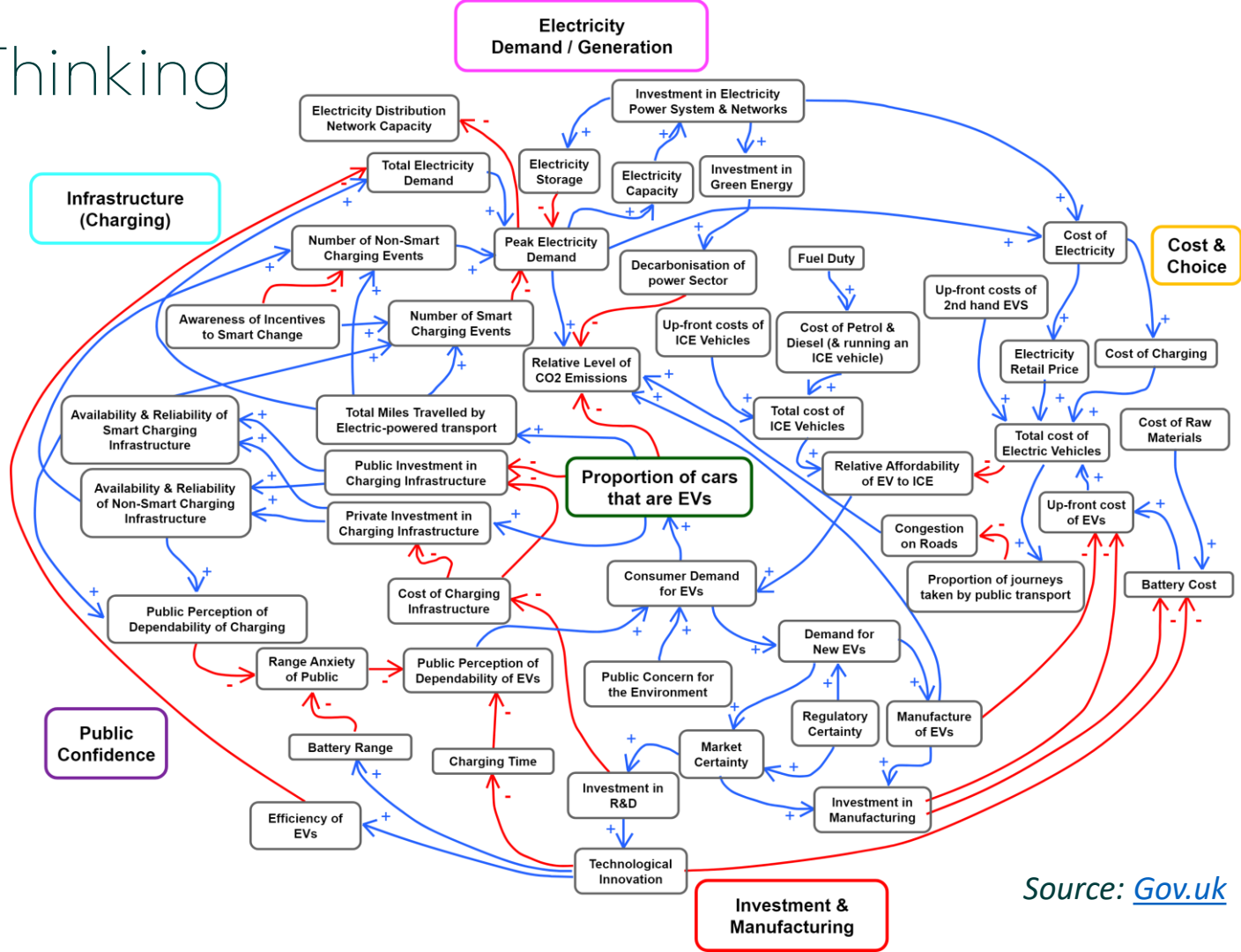
Email: [a.r.bailey@exeter.ac.uk](mailto:a.r.bailey@exeter.ac.uk)



# SUSTAINABLE DEVELOPMENT GOALS



# Systems Thinking



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See Page 4 - Terms apply

Revealed: 1 in 7 patients still on wards are fit for discharge

# HOSPITALS HIT BY £5.5M-A-DAY BED BLOCKING CRISIS

**Theresa May condemned over 'national scandal' of social care failure as 400,000 people stripped of help**

**Social care**  
Social care is a slow-motion car crash. Watch out, it's heading for you

**Social care at 'crisis point' as fewer people getting the care they need, study finds**

**Prime Minister vows to fix social care crisis**

**Social care crisis leaving elderly people abandoned without single bed available**

**Social care 'national scandal and disgrace'**

**UK social care**  
Why the UK is struggling to fix a mounting social care crisis

**Peers call for extra £8bn to tackle social care scandal**

**Social care crisis leaves elderly facing 'deserts'**



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**Johannes Radebe**  
The man who helped transform Strictly

**What your heart rate really reveals about your health**

**The Guardian**  
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## Surge in modern slavery in social care sector since visa rules eased

**Autumn arts special**  
What's coming up ... from Christine to the Queen

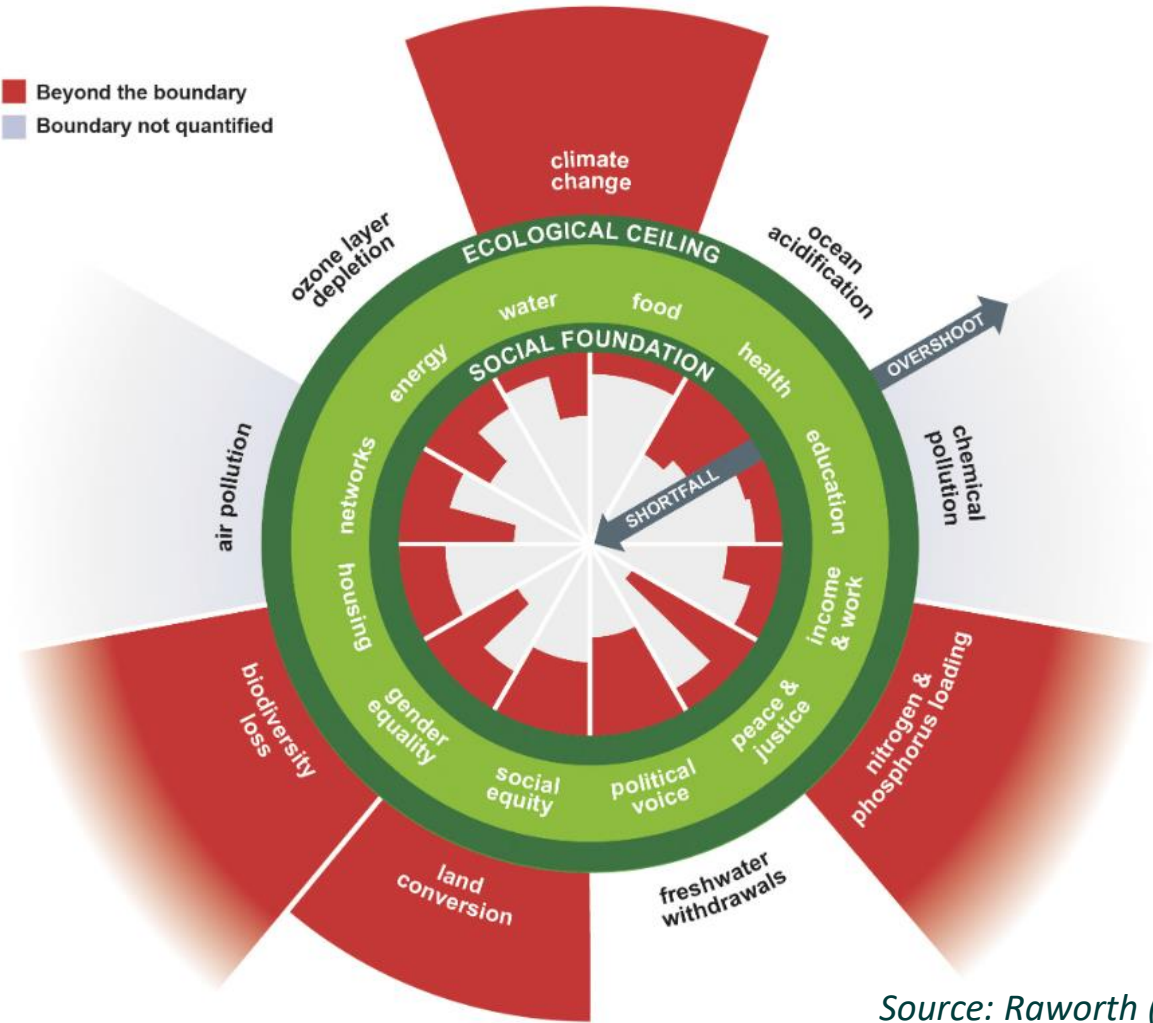
**Football** City and Newcastle thrill as Leeds flatten Chelsea

**The Guardian**  
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Monday 22 August 2022  
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## Crisis in care home staffing leaves residents with basic needs unmet

- Beyond the boundary
- Boundary not quantified





PHOTOGRAPH OF THIRTEEN OF THE ORIGINAL MEMBERS  
OF THE  
**ROCHDALE EQUITABLE PIONEERS' SOCIETY.**

1. JAMES STANDRINO.    2. JOHN BENT.    3. JAMES SMITHIES.    4. CHARLES HOWARTH.    5. DAVID BROOKS.    6. BENJ. RUDMAN.    7. JOHN SCOWCROFT.  
8. JAMES MANOCK.    9. JOHN COLLIER.    10. SAMUEL ASHWORTH.    11. WILLIAM COOPER.    12. JAMES TWEEDALE.    13. JOSEPH SMITH.



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Organization

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 **SAGE**  
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*Article*



# Scaling in a post-growth era: Learning from Social Agricultural Cooperatives

Laura A Colombo , Adrian R Bailey <sup>1</sup>, and Marcus VP Gomes <sup>2</sup>



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**Table 2.** Scaling Routes for SACs.

Number	Type	Analytical (Second Order) Theme	Main strategies	Description
[1]	Organizational enlargement	Scaling UP inwards	Seeking new resources, people and assets	The organization itself grows
[2]	Organizational geographical expansion	Scaling OUT inwards	Franchising	The organization replicates itself in other locations, retaining hierarchical control over franchisee organizations
[3]	Organizational downscaling	Scaling DOWN	Restructuring the organization as lighter/smaller	The organization becomes smaller (e.g. revenues, employees and assets)
[4]	Impact on policies	Scaling UP outwards	Legal change	The organization seeks to influence laws and policies
[5]	Multiplication	Scaling OUT outwards	Deliberate replication, spreading principles	The organization seeds new independent organizations, spreading its values and principles
[6]	Impact on organizational culture	Scaling DEEP inwards	Cultural change at an organizational level, e.g. through education and storytelling	The organization seeks to change its internal culture, with the potential for indirect impacts on other organizations
[7]	Impact on societal culture	Scaling DEEP outwards	Cultural change at a societal level, e.g. through education and storytelling	The organization seeks to influence societal culture
[8]	Aggregation of existing organizations	Scaling WITH inwards	Catalyzing, building networks and partnerships with stakeholders	The organization establishes a relationship with other organizations, developing a network that strengthens its values and principles
[9]	Diffusion	Scaling WITH outwards	Deliberate replication, spreading principles	The organization seeds new organizations and enters into mutual relationships with them, spreading its values and principles

Source: Authors.



# Scaling orientation

## SCALING INWARD

- Achieving impacts for the Co-operative organisation.

## SCALING OUTWARD

- Achieve societal impacts outside the Co-operative organisation.

# Scaling direction

## UP

- Becoming bigger to achieve greater impact.

## DOWN

- Becoming smaller to achieve greater impact.

## OUT

- Organisational multiplication or diffusion.

## DEEP

- Impacting organisational and/or societal culture

## WITH

- Impacting the organisation and/or society through building relationships

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Source: Authors.

## Focus: Mechanisms of change

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Source: Authors.

# Co-operative Enterprise 2010-present



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# Co-operative Enterprise 2024



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# Cross Cutting Scaling Strategies

**Table 3.** Scaling routes and cases.

Scaling Route	Prioritization of scaling route by cases		
	Low	Medium	High
[1] <i>Organizational enlargement</i>		CC; TA; NCO	
[2] <i>Geographical expansion</i>	CC; TA; NCO		
[3] <i>Organizational downscaling</i>	CC; TA; NCO		
[4] <i>Impact on policies</i>	CC; TA; NCO		
[5] <i>Multiplication</i>	CC; TA	NCO	
[6] <i>Impact on organizational culture</i>		TA; NCO	CC
[7] <i>Impact on societal culture</i>			<b>CC; TA; NCO</b>
[8] <i>Aggregation of existing organizations</i>		CC	TA; NCO
[9] <i>Diffusion</i>	CC; TA; NCO		

Source: Authors.



# Nuova Cooperazione Organizzata (NCO)

*Co-op Agropoli HQ, one of five co-ops in the NCO that operating on land and assets confiscated from the Mafia.*

*Scaling deep they use art work to symbolise the systemic changes they are aiming for.*



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# Corto Circuito

The promotion of a **fair economy and solidarity** based on the value of local relations, justice and socio-ecological sustainability, through the development of networks and cooperation.

<http://www.cooperativacortocircuito.it/la-cooperativa/chi-siamo/#tab-id-2>

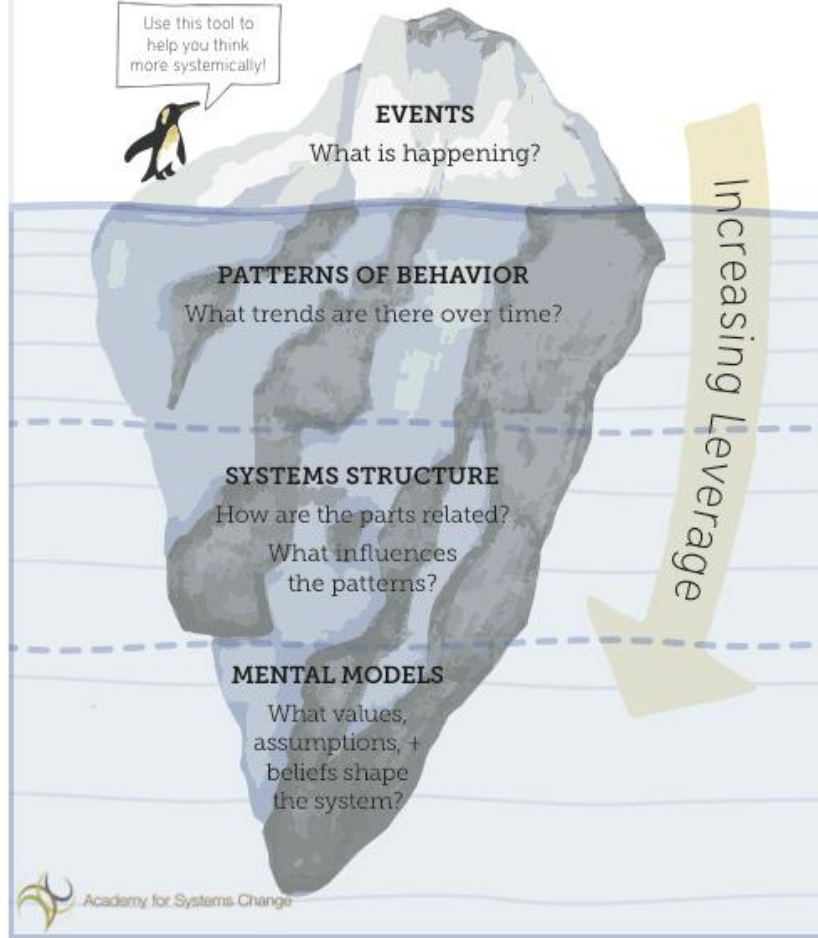


# Scaling deep address the End Goals of human beings

1. What do I want to experience?
2. How do I want to grow?
3. What do I want to contribute to the planet?

Source: <https://www.mindvalley.com/>

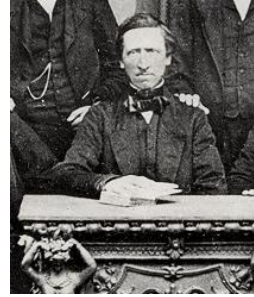
# THE ICEBERG MODEL



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Image Source:  
<https://donellameadows.org/systems-thinking-resources/>

# Putting the Human Being at the Centre



“Charles Howarth was a warper until the mid-1860s, a well-paid and respected profession in the textiles industry, but he quit to dedicate more of his time towards cooperatives (Purvis, 2004). Charles Howarth’s internal reward structure was different to the average person’s, he placed more emphasis proportionately on social capital than earning potential. It is known that Charles Howarth died in poverty, despite starting a global movement and founding 6 cooperative societies (Purvis, 2004). However, it is because of his conscious decision to prioritise social capital over financial that we know his story today. If Charles Howarth had remained a warper, he would have increased his net worth and maintained his materialistic standard of living, but I wouldn’t be discussing him in this assignment. Therefore, in this uncertain time more people may stop chasing increased financial wealth and seek greater social capital. Cooperatives should be there to facilitate the fulfilment of people’s self-purpose desires.”

*Quoted with permission, Student Final Paper, Class of 2019-2020*



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