# Contents

List of contributors viii  
  
**PART I THEORETICAL FOUNDATIONS**  

1. An overview of the research  
   *Tim Mazzarol, Elena Mamouni Limnios and Sophie Reboud*  
   3  

2. A conceptual framework for research into co-operative enterprise  
   *Tim Mazzarol, Richard Simmons and Elena Mamouni Limnios*  
   22  

3. Defining co-operative enterprise: towards a taxonomy of member-owned business  
   *Johnston Birchall*  
   51  

**PART II ORGANISATIONAL TRANSFORMATION**  

4. Irish agricultural co-operative modelling and remodelling: responding to a dynamic business and policy environment  
   *Olive McCarthy and Michael Ward*  
   67  

5. Challenge Dairy Co-operative, 2000–10: in pursuit of control of the last litre of milk  
   *Bradley Plunkett, Fabio R. Chaddad and Michael L. Cook*  
   82  

6. Responding to the external environment: the evolution of Brazilian dairy co-operatives  
   *Fabio R. Chaddad*  
   100  

7. To be or not to be a co-operative? The case of Australia’s grain co-operatives CBH and ABB Grain  
   *Tim Mazzarol, Elena Mamouni Limnios and Richard Simmons*  
   113  

**PART III BEST PRACTICE IN CO-OPERATIVE GOVERNANCE**  

8. Leadership and coordination in federated co-operative systems: insights from a federated marketing system  
   *F. Nicoleta Uzea and Murray E. Fulton*  
   143  

9. Pacemaker co-operatives across primary industries: what drives organisational resilience?  
   *Elena Mamouni Limnios, Tim Mazzarol and Geoffrey N. Soutar*  
   160  

10. Different fortunes of three vegetable farmer co-operatives in China  
    *Xuchu Xu, Qiao Liang and Yuling Gao*  
    179
11. Losing sight of purpose – the United Farmers Co-operative Company 188
   Elena Mamouni Limnios and Tim Mazzarol

12. Recommendations for boards of directors of investor owned firms from the co-operative model 206
   Isabelle Allemand, Bénédicte Brullebaut and Sophie Raimbault

PART IV THE TRUE VALUE OF MEMBERSHIP

13. Measuring and communicating the true value of membership: the case of the Pindos Poultry Co-operative 223
   Constantine Iliopoulos and Irini Theodorakopoulou

14. Common assumptions and co-operative membership: the case of the Irish credit union movement 241
   Noreen Byrne

15. Marketing our co-operative advantage (MOCA): the challenges of implementation 254
   Georgina Whyatt and Sophie Reboud

16. Generating value for members: the case of an Austrian co-operative bank 270
   Dietmar Roessl and Isabella Hatak

17. The social value of multi-stakeholder co-operatives: the case of the CEFF system in Italy 285
   Silvia Sacchetti and Ermanno C. Tortia

18. Mobility car sharing: an evolving co-operative structure 301
   Peter Suter and Markus Gmür

19. Co-op X – club or true value of shares? 327
   Lawson Savery

PART V PARTICIPATION IN FINANCIAL MARKETS

20. The financing of Mondragon co-operatives: a legal analysis 341
    Izaskun Alzola Berriozabalgotia

21. The Italian co-operative banking and financial system: institutions, performances and theoretical background 357
    Marco Mazzoli and Gabriele Quadrelli

22. Governance, organisational design, financial structure and investments in a co-operative firm 381
    Marco Mazzoli

PART VI INNOVATION IN CO-OPERATIVES

23. Shared services and performing arts co-operatives 411
    Edwin Juno-Delgado, Maureen McCulloch and Christine Sinapi
24. Innovation in agricultural co-operatives: contrasting images, the example of sparkling wine and cereals 447
   Michel Martin, Sophie Reboud and Corinne Tanguy

   Delwyn Clark

26. Organisational innovation in fresh produce co-operatives: the case of FresQ in the Netherlands 481
   Jos Bijman

27. Citizen-based co-operatives in the field of renewable energy: the case of Solargenossenschaft Rosenheim 496
   Elisabeth Reiner, Richard Lang and Dietmar Roessl

PART VII DRAWING CONCLUSIONS

28. Conclusions and lessons learnt 515
   Tim Mazzarol, Delwyn Clark, Sophie Reboud and Elena Mamouni Limnios

Index 559