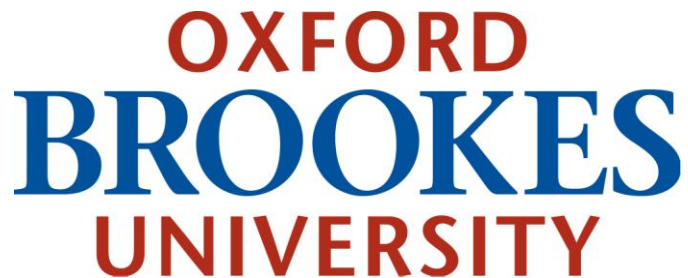


# Marketing our Cooperative Advantage: MOCA Implementation, The Organizational Challenges.

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One University. One World. Yours.

What is MOCA? – not one of these...!!



# Marketing our Cooperative Advantage (MOCA)...

- ... Is based on the belief that the principles of the 'cooperative advantage' are valued by customers and other stake-holders.
- .... And that this offers cooperatives a key point of difference when promoting themselves to a variety of audiences.
- However, it will also raise expectations that those principles will be delivered. This can be challenging!

# A MOCA strategy ...

- ... Will be delivered differently in every cooperative that chooses to pursue this approach.
- My role here is not to persuade you to adopt a 'MOCA' strategy, however....
- This short presentation aims to 'flag up' some organizational issues around the implementation of a MOCA strategy, in order to aid understanding of the challenges.

# An implementation structure

## Perceived leadership commitment

Committing to values-related policies & decision-making

Engaging with marketing messages/ events

Allocation of resources, esp training & int comms.

## Culture/ behaviors

Recruiting for value set / attitude

Colleague confidence in the marketing strategy

'Action' is key to explaining the 'difference'

## Cross-unit collaboration, competences / processes

Internal information flows.

Measuring loyalty and understanding e.g. 'steering wheel'

Businesses working together: e.g. supply chain; joint promotion

# Perceived leadership commitment

- This is fundamental. Leadership commitment to a MOCA strategy is demonstrated by:
  - Influencing promotional messages
  - Engaging in marketing events
  - Ensuring resource allocation (particularly in training, induction & internal communication)
  - Explaining how the decisions made are aligned with the MOCA strategy
  - Committing to values-related policies/processes
- The use of 'measures' to get leadership commitment to actions that change internal perceptions of their commitment.

‘eyes on the scorecard, and therefore  
not on the game’



# Culture: its influence on behaviors

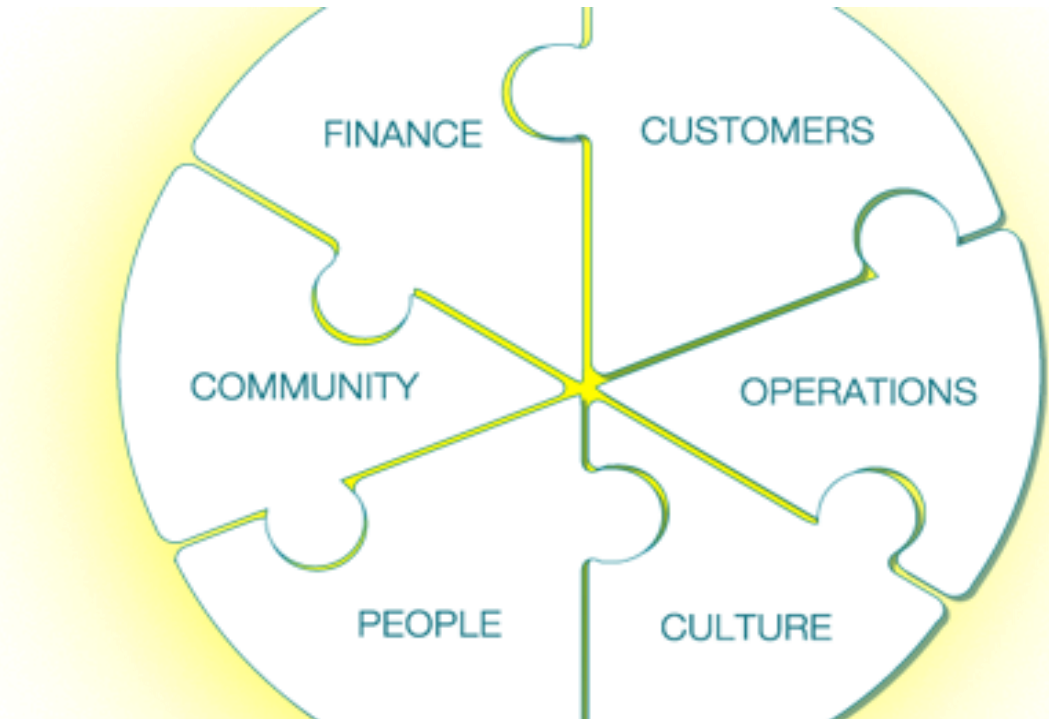
- ‘doing’ and ‘actions’ seen as a fundamental part of demonstrating and explaining the ‘co-op advantage’ and ‘difference’.
- Use of the ‘keep it co-op’ logo – everywhere – and other internal communication re MOCA.
- The challenge of recruiting people with the ‘right’ attitude / value set ... ‘I can teach them to be a teller’ (applies at all levels)
- Culture linked to internal understanding of and confidence in MOCA strategy and the ‘member value proposition’.



# Competences & business processes

- Internal competences relate to understanding of and co-op advantage, its values, principles and identity.
- Opportunities for members to ‘have their say’ to influence MOCA strategy and implementation.
- Processes in place such as referring clients who want a loan they can’t afford, to further advice.
- Internal information flows designed to inform, ‘educate’ and measure colleague understanding, and their related actions.

A 'steering wheel' which communicates and measures MOCA aspects within all business activities



# Cross-business collaboration

- An emphasis on Co-ops working together to promote and explain what they are
- Collaboration with other businesses in the supply chain seen as key to reducing vulnerability and increasing resilience for all.
- Concern that 'social goals' is sometimes seen and treated as separate from the 'business' side
- Avoid differing interpretations of the MOCA message within different parts of the business.

# Finally ...

- I am of course happy to answer questions and listen to comments after the presentations are completed....
- Thank you.
- Georgina