

Marketing our Cooperative Advantage (MOCA): The challenges of implementation.

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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 ...

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

Member value proposition (MVP)?

- Targets? What do members value? growth, resilience, brand recognition/ value? All reduce 'vulnerability'??
- Community? Coop movement principles? In this for the 'long term'. Stand apart from competition?
- MVP is created when the members *and* the co-op perform; and destroyed when the value proposition doesn't fit *or* the co-op doesn't perform.
- Always challenged by:
 - What are the mutual benefits and the member level expectations?
 - How do co-ops remain relevant to 'the game'?

Commerce vs coop values??

- Increasing demand for commercial success has drawn in managers who don't always know the coop values/ principles.... but recognize the value of the 'coop story'.
- Centralized control? Balance of efficiencies vs failing to deliver the MOCA promise. Impact on reputation e.g. Coop Bank mistakes.
- Core to MOCA implementation is aligning the executive's and directors' perspectives.

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, e.g.:
 - 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 coop values related policies/processes
- The use of ‘measures’, to get leadership commitment to MOCA, and to actions that change internal perceptions.

‘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’. Mid-mgt is key.
- Culture linked to internal understanding of, and confidence in, MOCA strategy and the ‘member value proposition’.
- Use of internal communication re MOCA.
- People are more valuable in MOCA than product.
- The challenge of recruiting people with the ‘right’ attitude / value set ...’I can teach them to be a teller’ (applies at all levels – can be problematic)

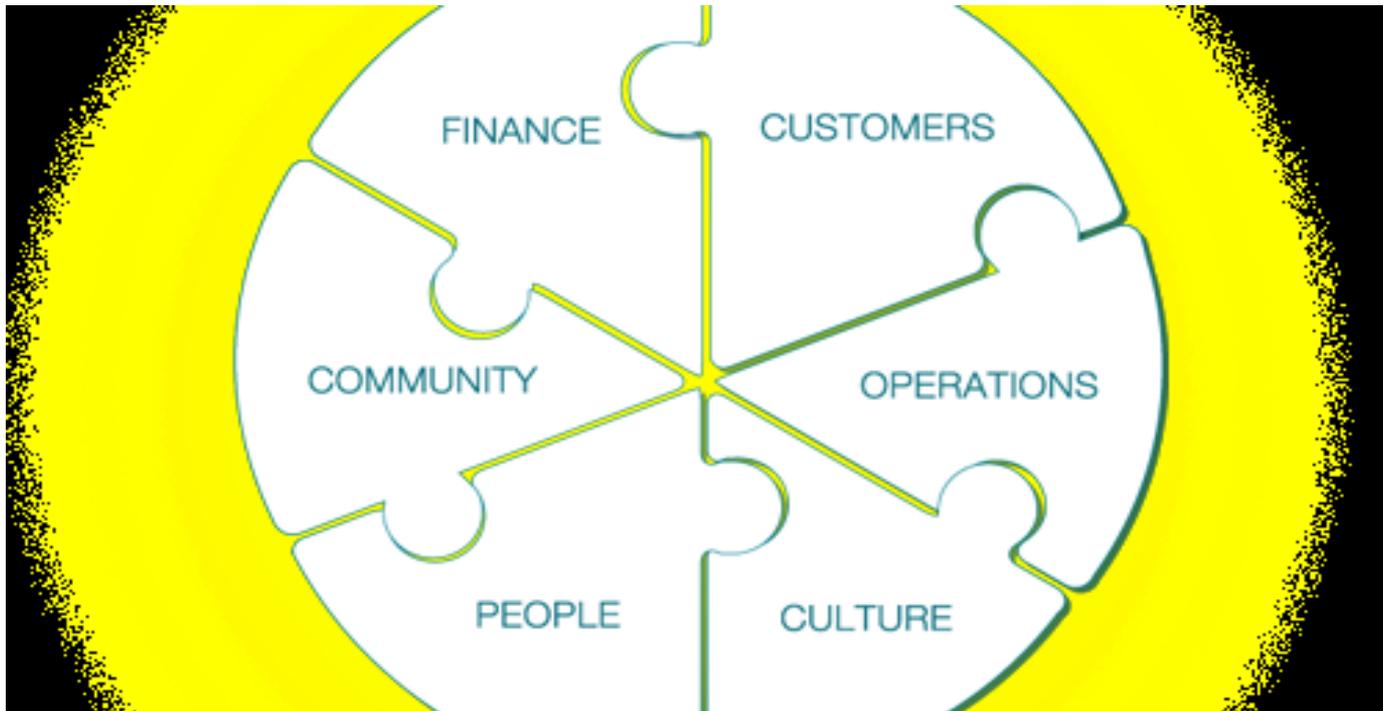
Cross-business collaboration

- An emphasis on Co-op/CUs 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.

Competences & business processes

- Internal competences relate to understanding of the co-op advantage, its values, principles and identity (and how this impacts delivery).
- Opportunities for members to ‘have their say’ to influence MOCA strategy and implementation.
- E.g. processes 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, e.g. ‘steering wheel’.

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



Finally, in summary:

- We have talked about:
- What is MOCA?
- The member value proposition
- Some of the tensions in MOCA implementation
 - Leadership commitment
 - Culture and behaviors
 - Cross business collaboration, competencies and processes.

Finally, finally ...

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