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

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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 ...

• ... 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

Cross-unit collaboration, competences/processes

- Recruiting for value set/attitude
- Colleague confidence in the marketing strategy
- ‘Action’ is key to explaining the ‘difference’
- 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