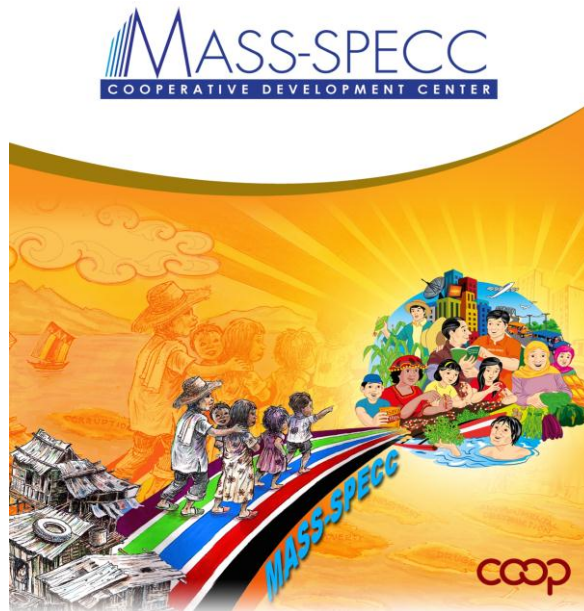


Case Study Methodology

Anthony Jensen
University of Sydney



What I will cover

1. Blueprint for a Co-operative Decade
2. New Theoretical Model
3. Methodology
4. Case Study
 1. Pillar 1 – Participation
 2. Pillar 2 – Sustainability
 3. Pillar 3 – Identity
5. Proposal for APCRP Research

The Roadmap



ICA Game Changer

ICA Objectives	Pillars of Co-operative Business Model - Sustained Competitive Advantage	Remove Inhibitors
1.The fastest growing form of enterprise.	1. Elevate participation and governance within membership to a new level.	1. Legislation – ensure it is enabling not disabling
2. The acknowledged leader in economic, social and environmental sustainability	2.Position co-operatives as builders of sustainability.	2. Capital – access to and redefine what capital is.
3.The model preferred by the people	3. Build the co-operative message and secure the co-operative identity.	3.Address lack of research and education

Co-operative Business Model Assumptions – Research Agenda

Participation

- “Co-operatives are better because they give individuals participation through ownership, which makes them inherently more engaging, more productive, and both more useful and more relevant in the contemporary world. The aim is to elevate participation within membership and governance to a new level.”

Sustainability

- “Co-operatives are better because their business model creates greater economic, social and environmental sustainability”.

Identity

- “Co-operatives are better because they are a business model that puts people at the heart of economic decision making and brings a greater sense of fair play to the global economy. The objective is to develop our external identity”.

Worker Co-operatives – Literature Review

- Sceptics
- Revisionists
- Contextualists
- Evolutionists
- *“The life cycle model presented here represents a significant methodological advance over the neo classical model. It focuses our attention on on the **social relations of alternative organisations and connects these relations to economic performance**”.* (Lichtenstein 1986:66)

New Theoretical Model

Tensions	Worker Ownership	Worker Co-operation
Macro Factors	Commercial Viability Integrative	Democratic Control
Role of State	Liberal Pluralism	Class Paradigm
Role of Trade Union	Collective Bargaining	Syndicalism/Anarchism
Role of Market	Unmediated liberal market economy	Mediated Market Economy
Micro Factors		
Organisational Design	Individual shareholding	Collective capital
Governance Architecture	Market efficiency-limited	Democratic Values
Human Resource Management	Bureaucratic Disengagement/extrinsic	Evolutionary Purposeful/intrinsic satisfaction
Life Cycle of the Learning Organisation	Incorporation or degeneration	Evolution and democratic Ability to regenerate

Methodology

Research Objective	<p>Worker at centre of research process</p> <p>Uncover causal relationship for sustained competitive advantage</p> <p>Collect data to inform the relationships between people</p>
Epistemology – How is new knowledge created	<p>Objectivism/ Constructivism = Critical Realism</p> <p>Reality not an objective truth but a process undertaken by the researcher. Need to review evolution of capitalisms irreversible tendency for restructuring</p>
Theoretical Perspective – Lens through which we view our data	<p>Positivist and value free OR</p> <p>Richer explanation – Critical Realist -worker has a central role in the drama. Agency. Never ending historical project.</p>
Methodology - rigorous design of research project	<p>Case study. Methods and sampling.</p> <p>First – countries. Different legislation. Historical contrasts.Clusters or hubs. Representative sample. Select cases.</p>
Method – collecting the data	<p>Historical analysis.- Political economy</p> <p>Semi structured interviews</p> <p>Survey structured questionnaire</p> <p>Data analysis. Deal with own biases.</p>

Macro Factors – Context Cross Cultural

Unmediated	Mediated	Revolutionary	Post Revolutionary
Market mechanism dominant. Short run self interest.. Disciplines of market irresistible. No countervailing agency.	Worst effects of market tamed. Countervailing forces- egalitarian democratic, communitarian values.	Self management makes its appearance amidst revolutionary upheaval. Incubator of new society.	Self management at the workplace has always been centre of the socialist vision of post capitalist society

Greenberg (1983) “Context and Co-operation” - does workplace democracy advance economic democracy

Hall and Soskice (2003) “Varieties of Capitalism”

- Liberal Market Capitalism
- Coordinated Market Capitalism
- Mediterranean Capitalism
- Asian Capitalism

Case Studies

- Worker Buyouts – Three Countries
- USA – Employee Share Ownership
 - ESOP Legislation (1970)
- Italy – Worker Cooperative.
 - Marcora Law (1984)
- Spain – Sociedades Laborales
 - Sociedades Laborales (1984)

Macro – Three Outcomes

	USA	Italy	Spain
1. State	Enabling Tax legislation. Voluntarism	Institutional support. Marcora Law. CIF. Lump sum.	Institutional support. Sociadades Laborales. Lump sum.
2. Trade Union	Collective bargaining (i) No union (ii) Closed shop	Syndicalism (i) LEGA (no union) (ii) LEGA (Union Socialist)	Anarchism (i) No union - (ii) Union – LMF - socialistic
3. Market	Globalised (i) Niche (ii) Exposed	(i) Globalised Niche: Bookend model (ii) National product	Globalised (i) Niche market (ii) Dominate market

Pillar 1

Participation

“Elevate Participation within membership and governance to a new level”

The Learning Organisation : (Westenholtz,1986)

Direct Participation at the level of the firm- Annual General Meetings Elect Board. Includes employee representatives	Indirect participation at the level of the firm Monthly Board Meetings.
Direct participation at shop floor: Job enrichment, Cooperation, Autonomous work groups.	Indirect participation at shop floor or factory: Trade unions, Works councils, Joint Consultation Committees

Managing the tension between democracy and efficiency:

- The Loosely Coupled Model – No connection
- The Rational Model – less surveillance, greater productivity. Simultaneous occurrence.
- The Dialectical Model-contradictions are overcome.

Perspective of Italian Worker

“I feel that in order to be successful we should have democracy but sometimes you should even have a little bit of dictatorship. Someone who is a leader”. (Italian blue collar worker)

Pillar 2

Sustainability

Torniplasa SAL Spain



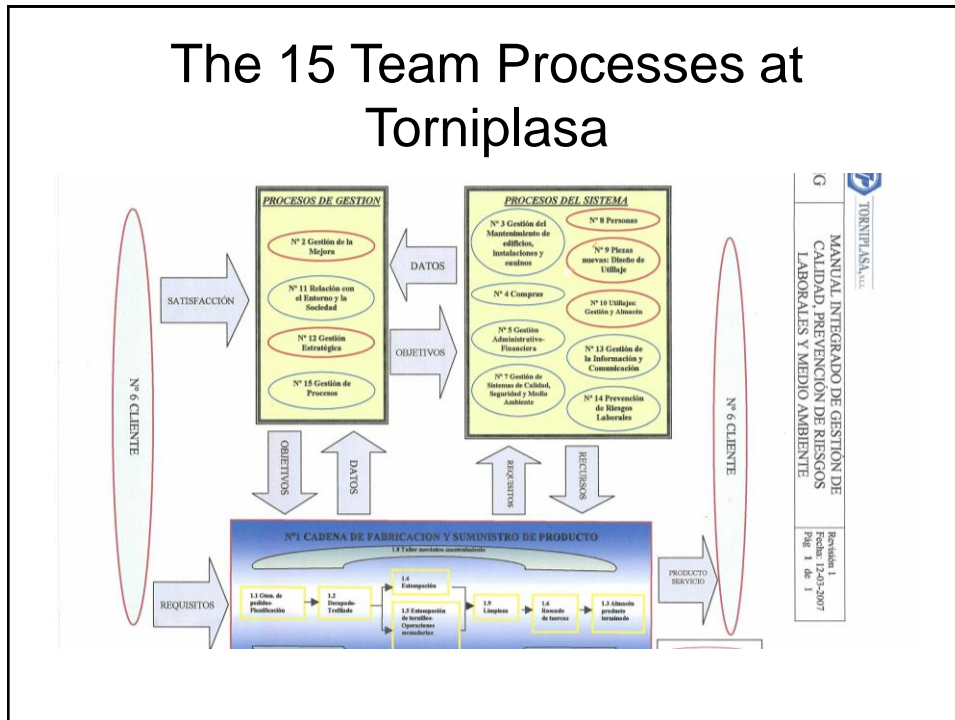
Torniplasa – A unique workplace Receiving the Gold ISO 9000



Celebrations – note the Factory Floor



The 15 Team Processes at Torniplasa



Resistance

At Torniplasa the foreman stated there was a concern:

“ I worry about a crisis that occurs internally. Being a good company I can’t understand why there is a problem with parts. I can’t point to the source of the problem. I worry about it. It’s an internal crisis. It keeps occurring. Some people are too comfortable. This may be the origin. Young people add to solving the problem. Got to solve it. [Shrugs shoulders] Not good enough”.

Pillar 3

Identity

Building a Better World

Jobs and Work

	USA 1 - BR	USA 2 - MM	Italy 1 - S	Italy 2 - TC	Spain 1- TP	Spain 2- Bet
Work enables me to use my skills	3.95	3.92	4.14	4.14	3.53	4.33
Work is purposeful	3.75	3.54	3.90	4.18	3.47	4.00
Work is my career	3.90	3.54	3.43	3.71	3.13	4.00
Work is the most important thing	2.42	2.38	3.43	3.54	2.33	2.00
Work enables me to earn money	4.20	4.26	4.05	4.29	4.00	4.33
Work gives me freedom	3.65	3.67	4.05	4.11	3.47	4.00

	BR	MM	SOCAM	Trafilcoop	Betsaide	Torniplasa
Operates as a team	2.91	2.85	4.33	5.07	4.00	4.27
Is a good place to work	3.80	3.96	4.76	5.25	5.67	4.80
Is a model for a better society	3.63	4.14	5.30	5.32	5.33	4.80
Work is stressful	3.40	2.92	4.0	4.50	4.67	3.53

Perspective of Italian Worker

“I believe in co-operatives instead of a capitalist firm. I used to believe in co-operatives and I still believe in co-operatives. And I believe in the job and the work, and the effort we put in the co-operative”. Italian blue collar worker.

APCRP Research – Worker co-operatives

Three Country Research:

- Philippines - worker co-operative partnership.
- Singapore - labour initiates grocery chain.
- Australia – labour ambivalence to worker co-operatives.