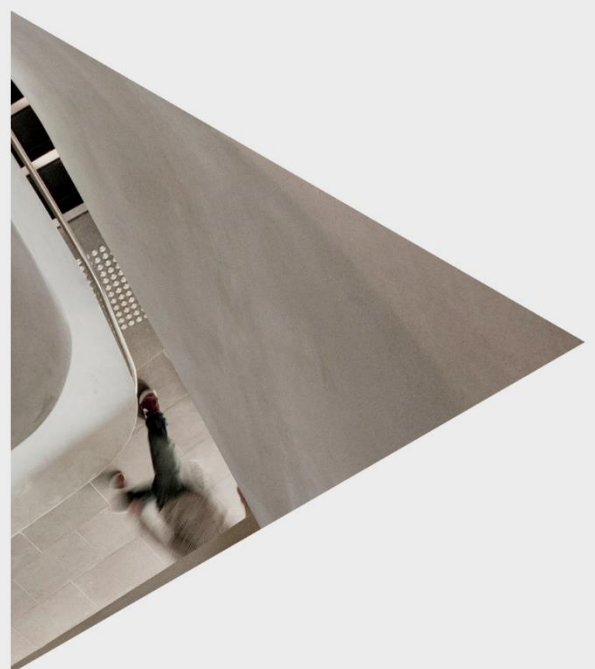
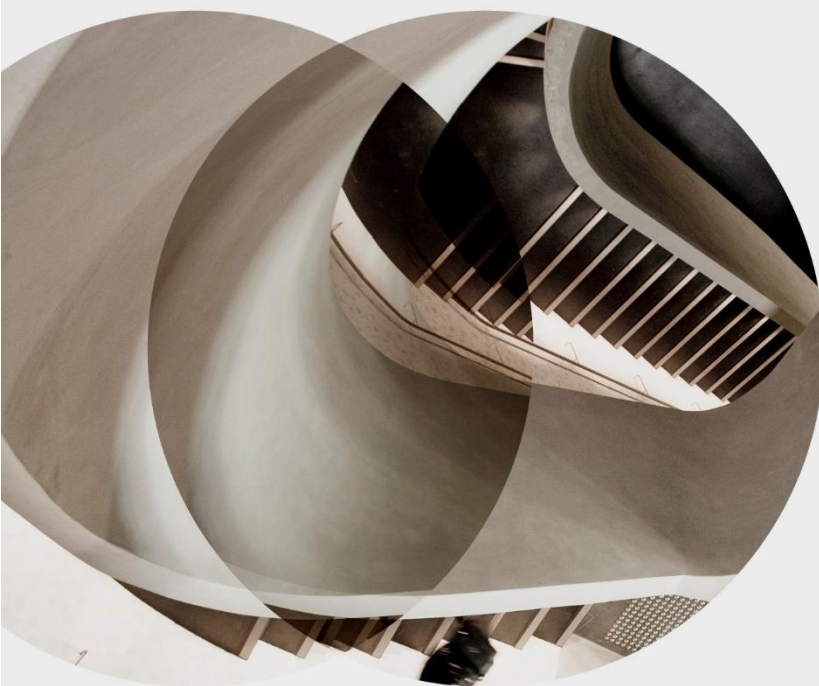




CoopConnect

A Coop Eco-System to enhance connectivity and
promote innovation in the Cooperative Enterprise sector





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Executive Summary

Building and sustaining an innovative environment is an integral part of building successful Cooperative and Mutual Enterprises (CMEs) in Australia. This report presents CoopConnect, an initiative to transform the CME sector by creating an innovative environment that will leverage CMEs' distinctive capabilities. CoopConnect also proposes a branding exercise, whereby CMEs will broadcast their distinctive position as community oriented, sustainable and socially responsible enterprises.

BCCM has been working closely with the Centre for Business and Social Innovation (CBSI) at the University of Technology Sydney (UTS) to identify challenges and opportunities for innovation in CMEs in Australia. Eleven interviews with CME leaders, as well as five stakeholders in the sector, were carried out to understand current trends. Industries represented include finance, service and agriculture. Interviewees were asked to discuss the most relevant issues to them at the present moment and for the next 5-10 years focusing on challenges and opportunities for innovation in the sector. Each industry reported their own challenges along with the general challenges faced by CMEs.

Common challenges identified were:

- CMEs are (unfairly) perceived as lacking innovation
- A need for more awareness of CMEs by consumers and potential business partners
- A need to improve connectivity between CMEs
- The challenge of talent acquisition, both in hiring staff (who may have misconceptions about salary or working conditions) and attracting board directors
- The challenge and opportunities in starting a CME

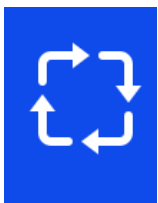
As well as examining the challenges, we also brought participants together to explore what some of the potential remedies to overcome these challenges could be. A recurring theme was that greater interconnectivity between CMEs would create advantageous synergies, and pursuing this should be a priority for the sector.

While BCCM can provide a generalised platform for best practice at a sector level, a marketplace that can connect CMEs with other CMEs can provide a more specific connectivity to potential business partnerships within specific regions and industries.

The CoopConnect model has three pillars:



A Coop Marketplace to develop business between and with CMEs for both B to B and B to C activities. This allows for increasing CMEs to CMEs business but also to promote the specific offerings of CMEs towards other businesses and end consumers. The marketplace will also provide an innovation space, leading to joint projects.



A Coop entrepreneurship ecosystem – supporting new and emerging CME organisations along their growth cycle. Access to sector specific support is a vital path towards building innovative coops. This is important since CMEs have unique challenges and opportunities that are not fully catered to in traditional start-up support mechanisms.



A co-created Coop brand – that highlights the community and sustainable aspects of CMEs and promotes its unique value proposition to consumers, vendors, suppliers and potential employees and funders.

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The Study



Building and sustaining an innovative environment is an integral part of building successful Cooperative and Mutual Enterprises (CMEs) in Australia.

To understand current trends the research team interviewed:

11

CME Leaders

5

Stakeholders in the sector

Industries represented include:



Finance



Service



Agriculture

Interviewees were asked to discuss the most relevant issues to them at the present moment and for the next 5-10 years focusing on challenges and opportunities for innovation in the sector. Each industry reported their own challenges along with the general challenges faced by CMEs.

About CBSI

The Centre for Business and Social Innovation (CBSI) brings together researchers from multiple fields to provide a unique perspective on innovation that integrates the technical, the economic and the social. Through its research, high quality publications, and engagement, it will nurture a culture of innovation, social justice and environmental responsibility in Australia.

CBSI operates as a hub where researchers from UTS Business School engage with members of other faculties to conduct innovative research on: The Future of Organisations in Society; The Future of Work, Organising and Enterprise; The Future of Innovation and Innovative systems.



UTS

Centre for
Business and
Social Innovation

About BCCM

The Business Council of Co-operatives and Mutuals (BCCM) is Australia's only peak body for cooperatives and mutuals across all industries. The BCCM unites cooperatives, mutuals and member-owned businesses with the common objective of increasing awareness of the cooperative and mutual business model and the important contribution of member-owned businesses to the national economy and community development of Australia.

BUSINESS COUNCIL
OF CO-OPERATIVES
AND MUTUALS



CMEs are (unfairly) perceived as lacking innovation

The need for cooperatives to innovate is clearly articulated by our interviewees as a means to remain relevant and competitive. Participants often stated that, in general, there was a lack of innovation in the sector. However, when asked to provide examples of innovation, they were able to point to specific areas of innovation in their business or in others. This suggests that whilst innovative solutions are being provided by the sector, there is a misconception that the sector is not innovative. A possible reason for the contradiction between the perception of the cooperative sector as a whole and specific innovation examples could be that the cooperative sector is represented by a large number of industries.

“Being truly innovative, I think, is a rarity and a challenge in our community sectors, because, again, your whole business model is challenged with being able to invest in innovative ideas and nurturing those ideas, supporting them through capital investments, partnering with like-minded, because you're capital constrained, or you're not there to build up capital reserves, you're there to actually balance profit generation and community benefit to making a profit...”

The challenges to innovate included under-capitalisation, lack of awareness of cooperatives as an option for innovative ideas and the regulatory environment for cooperatives in Australia.

As a contrast, some participants viewed CMEs as inherently innovative by their virtue of associating multiple stakeholders. Whilst not the dominant view, it highlights that there is fundamental opportunities in the collective nature of CMEs. Innovation was presented through a number of examples including product innovation, service innovation and business model innovation. Examples of innovation by cooperative organisations include: better living, labour force needs, service innovation and digital scaling.

People think of cooperatives being a little bit fat and lazy and certainly, certainly I don't, I don't believe that that's the case.

The diversity of perspectives created by the governance structure of cooperatives and mutuals was discussed as an opportunity, particularly in finding solutions better suited to serving the community and long-term strategy. The structure of cooperatives creates an opportunity to capture the ideas and input of a greater number of stakeholders and therefore increasing the likelihood of new and novel ideas. The collaborative input also allows outcomes that meet the needs of multiple stakeholders. The increased time taken to achieve this level of collaboration was not deemed to be a large consequence for our interviewees. The opportunity created through collaboration is perceived to be more important than the time consumed.

Most of the management theory would say two brains is always better than one. You can brain storm. You can sort of challenge ideas. If you are on your own you pick a course of action that you think is the best and you've got a limited sort of view of the world and so the idea that other people have with multiple views of the world you can come up with a hybrid approach if you like.

It was also generally accepted that large CMEs have a greater capacity to innovate. Innovation however is not limited to large capital investments and can be demonstrated through examples, which are customer centric and long-term oriented. For example, Yenda producers, purchasing a spreader to be used by their customers who would otherwise be unable to justify the purchase of equipment, or Defence Bank implementing a number of digital and on-line banking solutions, driven by customer demand. However, it is not evident that CME members, let alone the general community, perceive this sector as innovative.

“I mean capacity to innovate, so you've got capacity and capability as well... In the cooperative markets, in turn, you wouldn't have that capacity unless you're one of the top players.”

Awareness of Cooperatives

A lack of understanding from the general public was identified as a significant challenge for CMEs. Many of the interviewees believed the lack of awareness by consumers related to missed opportunities by the sector to promote their purpose and vision. The purpose of CMEs, especially those with strong ties to local communities, creates a link that can increase consumer interest. It was generally discussed that long-term consumers are well aware of the community purpose, while non-consumers were unlikely to understand the purpose of the cooperative organisation. It was suggested that understanding that cooperatives are primarily in operation for purposes other than profit could attract workers who are purpose driven or have become frustrated with the culture of corporations. This opportunity requires greater awareness about CME organisations.

The people who use us are looking for that difference, they're looking for a viable alternative to the banking sector, and that's our niche, that viable alternative – "You know what, I trust you guys more than I trust them". But if you neither hear of us, are referred to us by word of mouth or through other proposition, you won't come to us, so that brand awareness is a criticality.

"A lot of the times people don't know you're a cooperative, people don't know that you actually are there for the benefit of the community or the benefit of your members or whoever it is."

"Even the terminology I think we're at a disadvantage because people don't recognise the difference. Unless they can see something tangible, a lot of them would just be price driven rather than anything else. So I think there's an identity issue that all the cooperatives need to operate under."

The purpose driven motivation of cooperatives, while believed to be a strength, is also discussed as a weakness in certain contexts. Enacting and communicating business practice aligned with purpose and not-for-profit is perceived as building trust in the market/ community of the cooperative. However, this can be a double-edged sword, where being a not-for-profit organisation can be a limiting factor in attracting talented workers. A lack of understanding of the CME model can lead prospecting talent to believe that they will be paid less and have less career progress possibilities compared to their corporate counterparts.

A key function of developing awareness is to understand the purpose and ideals of CMEs. The interviewees emphasised the importance of identity and purpose in differentiating their cooperatives. It was argued that the identity and purpose of the cooperative is its strength and therefore must be protected and promoted. Interviewees highlighted the importance of structuring their offering to not only make a profit, but to effectively service the communities they represent. Connection to the identity and purpose of the cooperative creates a sense of community and engagement in the cooperative's network. However, there is also a need to demonstrate the value created by CMEs. This is essential in supporting any claims the sector would make in terms of contribution to stakeholder value.

".. cooperatives and mutuals will find themselves in no man's land there if we're not able to quantify and articulate the value that we create through our ownership model ... There's no point simply saying that we're the good guys, we're friendly, we're community connected – that's not going to be enough into the future."

Purpose has the potential to attract talented workers and increase worker engagement. Customers can also be attracted to the cooperative based on its purpose and identity. A suggestion by our interviewees was to continuously promote and protect the purpose of the cooperative. Purpose and identity can be used as a filter in decision making regarding how cooperatives conduct their business. Well defined purpose and communicated identity can provide the additional benefit of a marketing activity to attract and retain loyal consumers.

Finally, a challenge that remains is in the fragmentation of the CME sector. Given the complexity of the field, in terms of industry, location and purpose, there remains a real challenge in being able to provide a unified message that promotes the CME model in general.

Typically, another challenge of that is many of the cooperatives across the cooperative industries are regional based or they are sector based. So it is impossible to actually come up with a marketing campaign or strategy or brand awareness campaign that would suit everyone.

Connectivity between CMEs

A key trend emerging from the interviews was the opportunity for cooperation amongst cooperatives. Participants shared a view that the sector needs to share best practices, learn from each other and collaborate into innovative projects. This could happen within and across industries, nationally and globally, but also allow for taking into account best practices outside the CME sector.

“You can't just look at best practice mutuals and coops. It's too narrow. You've got to look at best practice business generally.”

“I know some of the coops around the world have plugged into the technology probably a bit better than we have – more advanced at this point in time in terms of sharing things like educational resources or maybe decision making frameworks or voting systems or things like that”

Further cooperation gains within CME networks can maximise resources and economies of scale. The type of cooperation proposed by participants extends to shared services, such as IT, finance and administrative professional bodies. An important contribution to this conversation examined the way in which supply chains within CME models can be integrated. Cooperatives should be encouraged to engage the services of other cooperatives, as this value alignment would provide a better organisational fit. However, beyond traditional supply relationship, collaborative/open innovation was also perceived as a key possibility, within and between industries.

Perhaps not surprisingly, a digital resource was suggested by many of the participants as a way of providing a platform to connect with other CMEs. This could lead to business development and open innovation, but also include knowledge and information exchanges (for instance regarding administrative, governance and industry updates.)

“it's not really a question of supply but also working and collaborating with others, other coops that could become suppliers but also co-innovator, I think that's interesting”
“But the other angle you can do it is the cooperatives doing business with cooperatives. So at the moment, we typically go to for-profits when it comes to innovation, so my technology provider here, I've just engaged a consultant to come in and do some technology work, it's a for-profit, because there are no cooperative technology companies out there that really share the same business models and same ethics and same approach to dealing with things.”

Challenges of Talent Acquisition

Participants highlighted the challenge of finding talents for CMEs – both at a director level as well as a talent workforce. This was largely attributed to a lack of understanding of the sector, and misconceptions that Coop is synonymous with a not-for-profit model. The difficulty to attract talent is connected to innovation in the sense that innovative individuals could be especially impacted.

Governance was perceived as both a constraining factor and an opportunity for talent acquisition by our interviewees. Constraining factors highlighted included limited knowledge of directors and potential directors, lack of available directors and lack of supporting resources for cooperative governance and reporting. Educational resources and programs specific to the cooperative and mutual sector would enable broader recruitment of directors. The appointment process itself can also pose challenges. One interviewee recommended that governance allows for boards to appoint their own members based on the needs of the board. A particular driving force behind this suggestion is that cooperative directors are often voluntary or paid little but attracted to contribute to the purpose of the cooperative.

A further finding from the interviews was the perception that the cooperative and mutual sector does not attract talented workers as much as the corporate sector. Lack of familiarity with the sector and a perception that wages and benefits were lower than corporates was believed to be a key reason behind the challenges in attracting talent. This is further exacerbated by challenges that regional centres (where many CMEs are located) already face.

This challenge notwithstanding, there is a great opportunity to promote CMEs as employers of choice. Particularly with individuals that are disillusioned with commercial models, that are looking at making a community based change, but still operate within a model that encourages innovation and progress.

“We certainly don't attract the best talent in the market. We certainly don't pay the highest wages in the market, so we're at a disadvantage in terms of capability, in terms of negotiation power because where a lot of us are smaller in size. So the cooperative business model can be quite attractive, but it can propose some quite serious challenges as well.”

“Then when you're coming into the cooperative movement in the regional areas, then you're at a significant disadvantage because your access to innovative capabilities or talent that are expected to innovate, whether it be product managers, sales managers, marketing managers, technology developers or even in your finance functions, be innovative in the way they think, you don't get that type of capability or it's difficult to attract that capability.”

“I think the main offer of a coop is having a group of talented people who think the same and have the same shared interest and see the same benefit arising and working together... I think that's where coops do have an advantage”

“I think a great example is of people switching from the corporate - from large corporates to coops and loving it and understanding it.”

Challenges and opportunities to starting a CME

There are many benefits to forming a cooperative or mutual structure, in particular when aiming at developing sustainable businesses. There is a clear sense that action should be taken to trigger the creation of new CME ventures. These are perceived as a vehicle to address current social and environmental challenges. There is a good fit between the CME model and the aspirations of new generations focusing on sustainable entrepreneurship. Also, coops have a proven track record of being more viable than other ventures.

"I think it's critically important that we do find – that we do see new cooperatives being formed to help address market failure, help address emerging social and environmental issues that other business models are not able to address....a capital fund that was there for the purpose of financing start-up cooperatives. I think it's a nice way of being able to bring the next generation into the sector, specifically addressing key contemporary and social and environmental issues."

*"You'll see an almost 100 per cent turnover in entrepreneurial start-ups every five years, whereas in Australia at least 50 per cent of the coops will get through the first five years. That's got to be an advantage."
"Getting people to form coops is the next step. Coops challenge the dominant paradigm. "*

However, starting a cooperative has significant challenges. This is accentuated in the start-up space, where there is a contrast between the relatively easy set-up of an individual business compared to the coop process, which not only requires that multiple members get a sense of the viability of a nascent idea, but also requires specialised skills in setting up the governance structures. Traditional start-up ventures can theoretically be created almost immediately, whilst interviewees noted that it takes at least 3 to 6 months minimum to do the same in a cooperative.

"One of the problems is it takes too damn long and is too damn hard to get going with a coop in the early days."

Also, the lack of awareness of the CME models may also be hampering the ability for cooperatives to reach the capital they require in order to innovate. The benefits of the models are difficult to finance if

fundors are not aware of these models, and thus a centralised portal that can connect financiers with CME innovators would support the creation of CMEs. This means that an eco-system supporting the development of new CME ventures should also rely on emerging trends such as social enterprise, impact investment, crowdfunding, community and worker buy-outs and disintermediation. Support and other forms of resources could also be brought through bartering or exchange of resources.

"No point helping [coops] to form if they then can't get their funding. We've also got to help funders, you know, see it as a different investment class but a worthwhile investment class".

"Typically they [start-ups] require support, whether it be capital support or experience in terms of mentoring and guidance, so if we don't give it to them, someone else will. So I think it's something we should be exploring probably a bit deeper".

Taking Action



In order to increase the level of innovation in the sector, interviewees suggested actions to meet the challenges and opportunities outlined above. Of the 12 suggested actions, 5 suggestions focussed on awareness, advocacy, education resources and digital solutions, which corresponds to BCCM's current focus. The other 7 suggestions focussed on creating greater connectivity between CMEs, industry and consumers, as well as creating an eco-system for start-ups in this space to flourish.

Actions relating to BCCM service offering



Promoting increased awareness and familiarity among the general public about the cooperative business model

Awareness and familiarity should also focus on participation by government and tertiary education

Provision of educational resources for cooperative and mutual directors

Scaling through digital and online solutions and making the cooperative model more appealing to solve societal problems

Digital solutions to assist with the specific administrative and reporting requirements of cooperatives

As the peak industry body for CMEs in Australia, BCCM is currently successfully championing government advocacy. Moreover, it already provides a centralised repository for resources aimed at Coops, such as paths to registration and governance models. Industry is eager for more online resources to help streamline administrative and reporting requirements. The theme of having sector specific information was dominant in many interviewees, and having BCCM as a central place to get up to date and dynamic information is recommended.

Awareness of the sector is a key challenge identified by our study. This is an ongoing issue, both overseas and in Australia. Whilst CMEs themselves have a responsibility to promote the unique offering of the cooperative model to its particular consumers, BCCM is again uniquely placed to increase awareness to a mass market.

Actions to be developed

More could be done by each CME at an organisational level to promote the purpose of the cooperative to their local market

Providing avenues (such as a digital platform) that allows cooperation and mentorship between CME directors and members

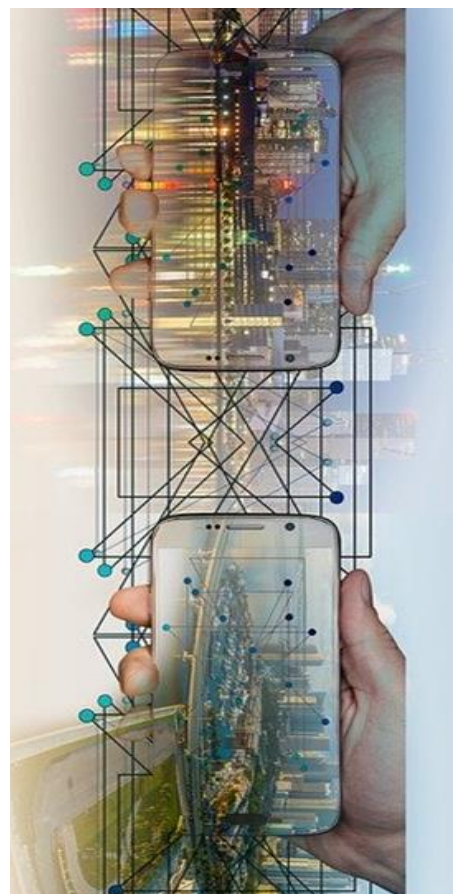
Create a digital platform that features a directory of cooperatives and services/ incentives available to other cooperatives, forums for discussing best-practice and sharing outstanding results and educational and administrative resources for cooperatives and mutuals

Cooperation across sectors to achieve best practice in non-industry specific contexts

Cooperation within industry sector to share best practice, resources and gain economies of scale

The creation of a cooperative incubator that would enable smaller enterprises a chance to create innovative CMEs, facilitate solving societal issues

Create avenues to connect funders that are willing to be involved with venture ideas at a startup innovation phase



Awareness of cooperatives being such a salient issue with respondents, many of the actions suggested greater connectivity. The summary of these actions comes down to desired connections to:



Clients

A way for B to C and B to B clients outside the CME world to purchase from CMEs



CMEs

For CMEs to find other CMEs that can :

- become suppliers and clients
- engage in partnerships for innovation and resource sharing
- contribute to increase social network and mentoring relationships



Funders

A way for funders to find potential investment opportunities



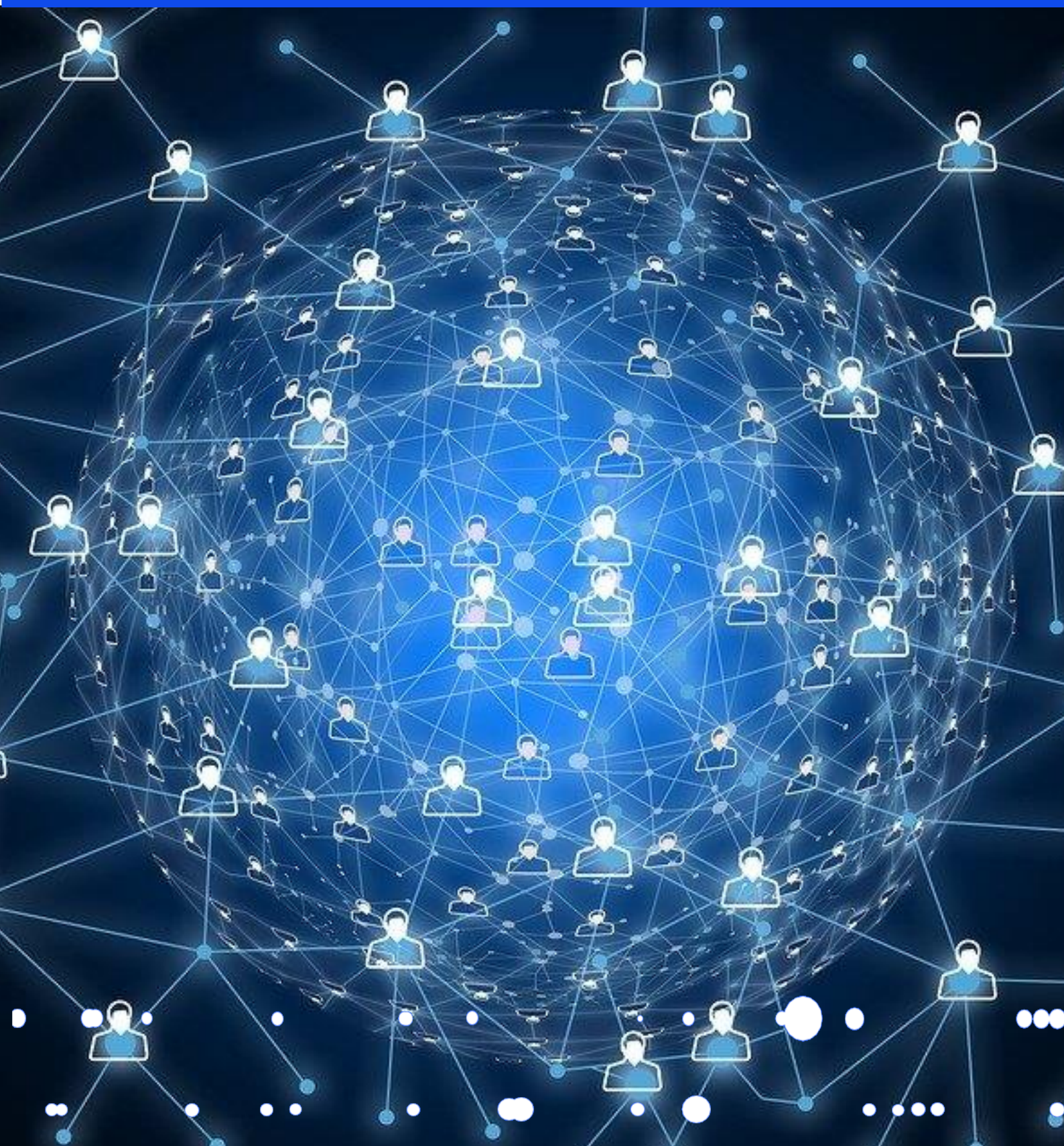
Talent

Connecting with employees, executives and directors

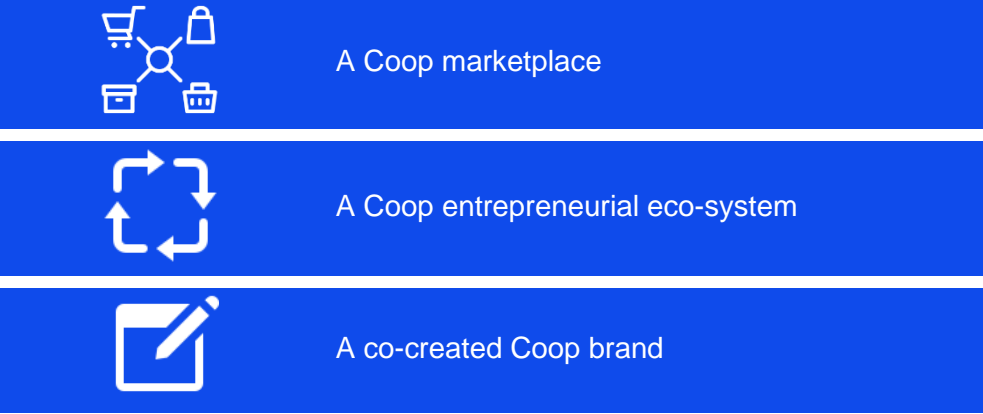
Whilst BCCM can provide a generalised platform for best practice at a sector level, a marketplace that can connect CMEs with other CMEs can provide a more specific connectivity to potential business partnerships within specific regions and industries. Moreover, as awareness of the purpose and advantages of CMEs spreads amongst consumers, the Coop-Connect marketplace provides a simple, accessible portal that makes it easy for communities, consumers and other cooperatives to actively choose CMEs that are able to provide necessary products or services.

The second trend identified is the difficulty for CME start-ups to survive and find funders. An ecosystem that can provide specific support to CMEs is necessary, as the pain points are different to traditional commercial and not-for-profit start-ups. An ecosystem for start-ups would also include ways of finding funders interested in providing capital for organisations.

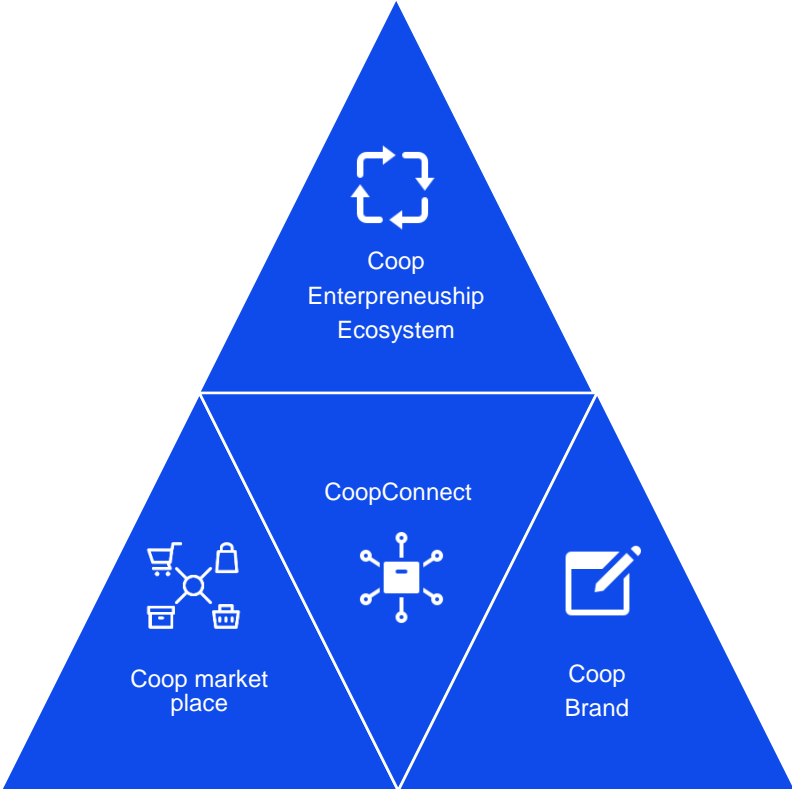
CoopConnect: A CME Ecosystem



CoopConnect is the proposed initiative to address some of the challenges to collaboration and innovation highlighted by the concerns and trends found from the industry. It is based on a three pillar approach:



CoopConnect is the result of the integration of our findings relating to both innovation but also the broader challenges with a 5-10 year horizon. As such, CoopConnect is an initiative that aims at transforming the CME sector by creating an innovative environment that will leverage CMEs' distinctive capabilities. CoopConnect also proposes a branding exercise, whereby CMEs will broadcast their distinctive position as community oriented, sustainable and socially responsible enterprises.



A Coop Marketplace

CoopConnect's most visible face will be a marketplace that makes it easy to find services and products provided by Australian CMEs. This serves as a way of interconnecting cooperative businesses to each other, as well as to the public, and forms a vital avenue for communication of services, products and values. The marketplace would have two main purposes: enhance commercial transaction and trigger innovative collaboration across the sectors but also with other sectors. The CoopConnect Marketplace is designed so that CMEs can showcase their value proposition to various stakeholders:



Other CMEs

CMEs will be able to identify other CMEs to buy from and partner with. Finding other CMEs to work with has several advantages

- It makes sense that CME business give preferences to other CMEs in their greater supply chain – as other CMEs are more likely to share purpose and vision, and already understand the CME model. A marketplace brings together CMEs in a practical and powerful way that allows for an expansion and support of the sector by its own membership base.
- Sharing resources, such as equipment or facilities has shown to be a great way for cooperatives to work together in regions where they are performing similar value propositions, but service distinct markets.
- Joining with smaller CMEs can provide greater purchasing power by leveraging economies of scale.

The marketplace can also be the base for an open-innovation approach where beyond business transactions, CMEs innovate collaboratively.



B to B and B to C clients and partnerships

By providing an accessible and easy to navigate platform, clients are able to engage with cooperatives that provide the services and products they seek. The growing trend towards sustainable and community centred products provides an opportunity to directly tap into this market segment, bringing together community and socially sustainable industries in a one stop marketplace. The open-innovation component of the platform can also lead to collaborative innovation projects with partners outside the CME sector.



Talent

Whilst awareness of the CME model may not yet be commonplace, as interest in this sector grows, a common marketplace would provide interested candidates an opportunity to look for availabilities within the CME community. Given the challenges in attracting suitable directors, executives and employees, highlighted by the study, a one-stop marketplace provides ease to those who have the expertise and ability to form part of the leadership of CMEs. Those with experience within the sector have a greater facility in locating businesses that are aligned with their own interests. Similarly, those who are new to the sector, but that have industry expertise that can contribute to specific industries with the CME sector are able to locate those businesses that would best suit their skills set.



Funders

The Coop Marketplace can also be part of the financial eco-system by supporting the connection between growing CME businesses and potential funders.

A Coop Entrepreneurship Ecosystem

Start-ups and innovation in the CME model come with additional challenges. An eco-system model is proposed as a support to new and growing businesses in the sector, bringing together different aspects of the start-up environment, but focusing on the specific needs of the CME model structure. In particular, alternative funding models should be considered. These include: social enterprises, impact investment, community and worker equity and buy-outs, crowdfunding, activators (see SheEO for instance) and more generally disintermediated and bartering models. Key components of such an ecosystem include:

Incubator

Focusing on start-ups at a nascent stage, or which may need sheltering from market forces, for their initial phase.

Accelerator

Facilitating the establishment and scaling of start-ups, as well as providing avenues for seed-funding.

Co-working spaces

That mirror the Y Combinator idea of cohorts that work in a co-location and are in similar stages of development.

Specific mentoring

Providing not only guidance through the product/service specific components, but also through the CME model challenges.

Pre-accelerator learning

Which could bring together education partners to provide the knowledge and skills required to enter into the start-up marketplace, and what can help guide ideas to community based problems that are best suited to a CME solution.

Angel Organisations

That bring together funders who are versed and interested in investment into the CME start up sector.

A Co-created Coop brand

A major concern in the industry is the lack of awareness of the CME model and values by the general public. A solution for this is a co-created Coop branding that highlights the CME model. In conjunction with the online marketplace, this initiative is aimed at easily identifying and promoting the community and sustainability focus of CME organisations. This branding would work similarly to the “Made in Australia” or “Industry superfund” campaign.

As consumers are increasingly aware of the origins and sustainability of their products and services, CMEs can present an interesting value proposition that would differ the corporate or not-for-profit model; it could be presented as a specific form of social enterprise. The appeal of such positioning should also extend to business partners who want to ascertain the sustainability of their supply chain. As awareness of the community-centred activities of CMEs raises, so does the need to highlight this to consumers through an easily identifiable brand. The Coop brand could operate as an endorsement for services and products provided by sustainable and social enterprises.

A question around branding is that the exercise only makes sense if there is some accountability on how CMEs that are associated with such a brand do implement the Coop core principles. The recent Mutual Value Measurement is a first step in ensuring that CMEs are tracking the value they generate for their stakeholders. However, articulating the branding exercise with some form of accreditation (whether connected to MVM or not) is an important point of discussion for implementation.

Such branding would target the three main groups of stakeholders:



Clients

B to B clients wanting to ascertain the sustainability of their supply chain and B to C sustainable consumers.



Funders

Where CME organisations can benefit from the increased demand for impact investment.



Talent

The Coop brand can operate as an umbrella employer brand that would be suited to attract millennials and post-millennials in particular.

Next Steps



Whilst the interview process formed a strong preliminary examination into the CME sector in Australia, further research is necessary. We believe that CoopConnect can provide solutions for broad pain points in the industry, however more detailed information on how this could be operationalised requires further research.

Proposed initial steps include:

Round table discussion with CME sector leaders, that explores further the challenges and opportunities associated with CoopConnect and each of its three components.

Working groups to prioritise action within and between the three components and shape a CME transformation program that can deliver on the three components.

Implementation of the CME transformation program in close collaboration with the sector.





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