

# Foundations of Cooperative Management

## Module 10: Member Relations

Session 1: Introduction to Member Relations

Session 2: Member Recruitment and Retention

Session 3: Member Management

Session 4: Member Engagement



**IFC**

International  
Finance Corporation  
WORLD BANK GROUP

Session 1

# INTRODUCTION TO MEMBER RELATIONS

# During this module, you will work on...

## “Over-to-You!” Activities



## Your Development Plan



1. Begin thinking about key recruitment and retention questions.

1. Select 4 recruitment and retention ideas to add to your development plan.

2. Evaluate your approach to enforcing member policies.

2. Decide on a plan of action for enforcing member policies.

3. Begin drafting a survey to collect member feedback.

3. Outline how you will implement the member survey.

# Find your SCOPEinsight score



Total		3.4	Your scores per dimension	
Dimension		Score	Dimension	Score
<b>INTERNAL MANAGEMENT</b>		<b>2.8</b>	<b>MARKET</b>	<b>3.7</b>
Governance		2.4	Market related risks	3.1
Internal organization		3.2	Outbound logistics	5.0
Business planning		3.1	Marketing strategy	4.2
<b>OPERATIONS</b>		<b>4.5</b>	<b>FINANCIAL MANAGEMENT</b>	<b>4.4</b>
Storage, logistics & technology		4.3	Financial management	5.0
Processing		4.7	Planning, budgeting & sourcing	4.6
<b>SUSTAINABILITY</b>		<b>2.3</b>	Record keeping & monitoring	3.7
Social issues		2.1	<b>EXTERNAL RISKS</b>	<b>2.1</b>
Environmental issues		3.1	Awareness of external risks	2.1
<b>SUPPLY</b>		<b>2.7</b>	Mitigation strategies	2.1
Procurement of inputs		3.0	<b>ENABLERS</b>	<b>4.5</b>
Supply from members		2.3	Capacity builders & NGOs	5.0
Strength of membership base		2.9	Community	4.2
Member oversight & training		2.6	Government	4.3



# Interpret your SCOPE score

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Higher-scoring  
cooperatives:

- ✿ Have a stable or growing membership base.
- ✿ Provide an appropriate mix of member services.
- ✿ Routinely visit and communicate with members.



Lower-scoring  
cooperatives:

- ✿ Have a decreasing membership base.
- ✿ Do not provide services that promote member loyalty.
- ✿ Have little contact with members beyond product collection.

# Let's discuss

Your SCOPEInsight score

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- ✿ Why do you think you got these scores?
- ✿ What do these scores mean for your cooperative and its members?
- ✿ What do you think you can do to improve these scores?

# Let's discuss

The importance of relationships

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- ✿ Why is it important to build strong relationships with your members?

# Over to you!



Activity | Good member relations

Objective

Describe what a cooperative must do to build strong relationships with its members. (In other words, what does “good member relations” look like?)

Timing

25 minutes

Instructions

1. Individually, write down ideas on what you think cooperatives must do to build strong member relationships.
2. In your groups, compare notes and choose 5 ideas to present to the class.

# Good member relations requires...

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- ✦ Clearly defined criteria for membership.
- ✦ A plan for recruiting new members that is tied to supply and demand.
- ✦ Member policies that are enforced (e.g., on side selling).
- ✦ Regular contact and communication with members.
- ✦ A plan for actively involving members in cooperative life.

# Member relations is a process

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Stable Membership

Stable or Growing  
Membership

Growing Membership

Session 2

# MEMBER RECRUITMENT AND RETENTION

# During this session, you will work on...

## “Over-to-You!” Activities



## Your Development Plan



1. Begin thinking about key recruitment and retention questions.

1. Select 4 recruitment and retention ideas to add to your development plan.

2. Evaluate your approach to enforcing member policies.

2. Decide on a plan of action for enforcing member policies.

3. Begin drafting a survey to collect member feedback.

3. Outline how you will implement the member survey.

# Let's discuss

Member recruitment and retention

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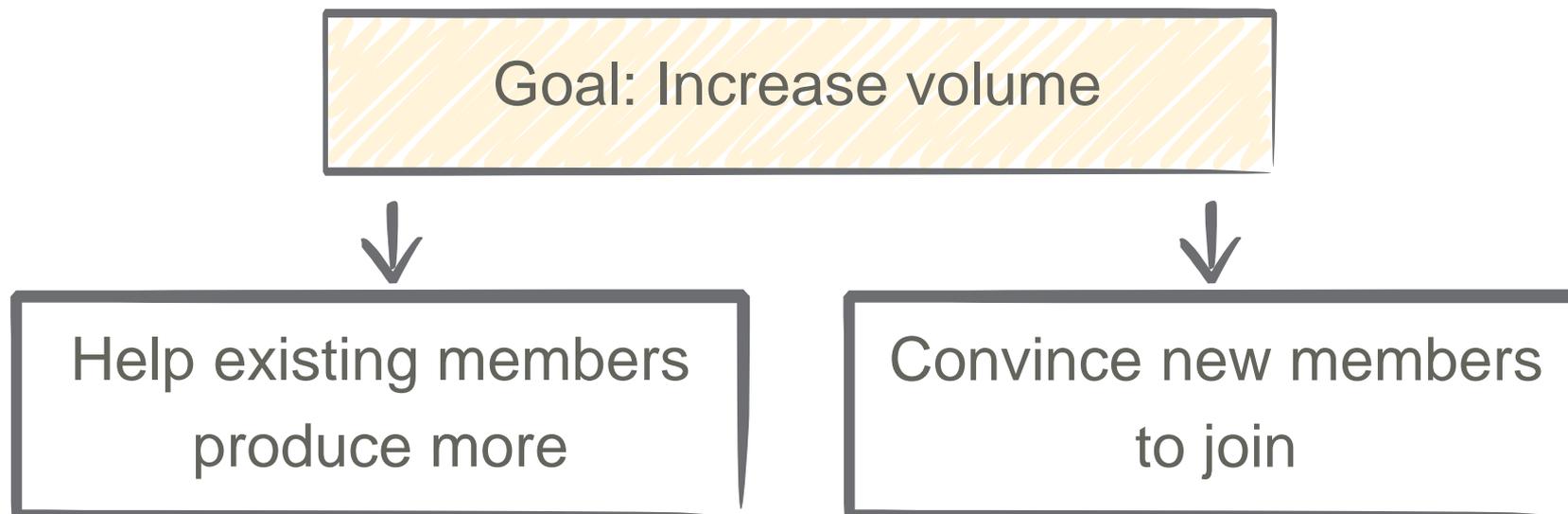
- Why is it important to recruit new members?
- Why is it important to retain members?



# Keep organizational goals in mind

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Organizational goals should shape your recruitment and retention strategy.



# 4 key questions to ask...

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1. Why do new members join?
2. Why do members leave?
3. How can you recruit new members?
4. How can you keep members once they join?

# Over to you!



Activity | Recruitment and retention strategy

Objective

Think about how your cooperative would answer the 4 key recruitment and retention questions.

Timing

25 minutes

Instructions

1. Write down the question assigned to your group.
2. Within your group, brainstorm a response to the question (aim for 3 to 5 ideas).
3. Have one representative from your group present your ideas to the class.

# Add to your development plan

Go to your development plan



- 
 Select 2 ideas on how to recruit new members and 2 ideas on how to keep them.
- 
 Add these to your development plan.

Today: Complete the section on the left

Select 2 ideas on how to attract new members and 2 ideas on how to retain them. Add them to the table below. Next to each idea, note the action you will take to implement it and the person responsible.

We will recruit members by...	Action you will take to implement this idea	Person Responsible
1.		
2.		
We will keep members by...	Action you will take to implement this idea	Person Responsible
1.		
2.		

Later: Work with your cooperative to complete the section on the right



Session 3

# MEMBER MANAGEMENT

# During this session, you will work on...

## “Over-to-You!” Activities



## Your Development Plan



1. Begin thinking about key recruitment and retention questions.

1. Select 4 recruitment and retention ideas to add to your development plan.

2. Evaluate your approach to enforcing member policies.

2. Decide on a plan of action for enforcing member policies.

3. Begin drafting a survey to collect member feedback.

3. Outline how you will implement the member survey.

# Let's return to ANON

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Anonymous Producer Organization (ANON) has a clear policy on side selling. Members are not permitted to sell their produce through other marketing channels.

Yet in recent months, several members have been caught violating this side-selling policy.

# Let's discuss

What would you do?

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- ✿ How might this situation affect other members of the cooperative?
- ✿ If you were the President of ANON, how would you address this situation?
- ✿ How might this situation be avoided in the future?

# Create and enforce member policies

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Examples of member policies:

- ✿ Sell production only through the cooperative.
- ✿ Avoid the use of child labor.
- ✿ Ensure a safe working environment.
- ✿ Attend the general assembly.
- ✿ Pay annual fee to the cooperative.
- ✿ Retain certification status.
- ✿ **What are some examples from your cooperative?**

# Over to you!



Activity | Enforcing member policies

Objective

Evaluate your cooperative's current approach to enforcing member policies and determine whether a better approach is needed.

Timing

30 minutes

Instructions

1. In column 1 of your handout, write down 3 of your cooperative's member policies.
2. In column 2, write down the actions you take to enforce those policies (if any).
3. In column 3, write down the results of those actions (or lack of action).
4. Highlight which policies require more enforcement.

# Add to your development plan

Go to your development plan



- Write down the member policies that your cooperative wants to enforce.
- State what is required to enforce those policies.

Now: Complete left side

Write down the member policies that your cooperative wants to enforce. Next to each policy, describe what is required to enforce it (for example: training sessions, inspections, records).

Member Policy	What is required to enforce the policy?	Who is responsible for enforcing it?	Start date for enforcing policy?

Later: Complete right side



Session 4

# MEMBER ENGAGEMENT

# During this session, you will work on...

## “Over-to-You!” Activities



## Your Development Plan



1. Begin thinking about key recruitment and retention questions.

1. Select 4 recruitment and retention ideas to add to your development plan.

2. Evaluate your approach to enforcing member policies.

2. Decide on a plan of action for enforcing member policies.

3. Begin drafting a survey to collect member feedback.

3. Outline how you will implement the member survey.

# Cooperative A or Cooperative B?

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## Cooperative A:

- ✿ Offers nothing beyond the price it gets for production.
- ✿ Holds 1 general assembly per year (it is the law!).
- ✿ Never asks members what they want in a cooperative.

*We are not here to make friends with our members. We collect their maize, sell it, and get them a fair price.*

*- President, Cooperative A*



# Cooperative A or Cooperative B?

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## Cooperative B:

- 🌀 Helps members improve quality, leading to higher prices.
- 🌀 Holds 1 general assembly and 3 member forums a year.
- 🌀 Surveys its members every 6 months.

*We believe in doing more for our members than the cooperative down the road. When our members do well, we do well.*

*- President, Cooperative B*



# Let's discuss

Cooperative A or Cooperative B?

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- Which cooperative would you rather join—A or B? Why?
- What are the benefits of acting like A? Like B?
- Does your cooperative look more like A or B?

# The value of member services

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Members who are satisfied with the services provided by the cooperative—who view those services as valuable—are more likely to be *engaged* and remain *loyal* to the cooperative.

# Examples of member services

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- Product collection
- Product marketing
- Equipment use
- Storage and transport
- Input supply
- Production credit
- Certification support
- Mentoring and coaching
- Education and training
- Community infrastructure

Can you think of others?

# Find out what members want

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If you do not know which services your members value...



# Over to you!



Activity | Member survey

Objective	Begin developing a survey to gather feedback on member satisfaction with your cooperative.
Timing	30 minutes
Instructions	<ol style="list-style-type: none"><li>1. With your cooperative, review the sample member survey on the handout.</li><li>2. Write 3 questions for your own survey. These questions should ask members about:<ol style="list-style-type: none"><li>a. Their satisfaction with current services.</li><li>b. The services they would like to see offered.</li><li>c. Their likelihood of recommending the cooperative to a neighbor.</li></ol></li></ol>

# Add to your development plan

Go to your development plan



- 
 In your development plan, outline how you will implement your survey.
- 
 Include details on how you will distribute the survey and how you will analyze the results.



Today: Finish the sections in blue

Outline the process you will use to administer and analyze your member survey.

Who will receive this survey? (all members, sample of members, etc.)	
How will we administer the survey? (email, phone, in person, etc.)	
How long will people have to complete the survey?	
How will you analyze your survey results?	
What resources will we need? (staff, computer programs, etc.)	

Complete the sections in yellow later with your cooperative

