

# The Cooperative Life Cycle Executive Course June 15 & 16 2017

For management and board members of European cooperatives the Commodity Risk Management will organize an unique two-day executive course on the Cooperative Life Cycle.



For over 30 years, **Prof. Michael L. Cook** from the University of Missouri has taught the *Life Cycle Approach* to more than 400 firms, including Land O'Lakes, Dairy Farmers of America and Fonterra. Michael Cook will visit Europe and will adapt the course for European cooperatives.



Together with **Prof. Joost M.E. Pennings** they will provide participants with a greater understanding and suggestions for solutions on provide the following topics:

- Heterogeneity within the cooperative membership.
- How cooperatives can benefit from their unique structure to successfully compete with investor-owned-firms (IOF's).
- The use of the instrument of *Tinkering* (tactical readjustment), and how this can be applied to the participant's organization to capitalize on this level of adaptability and create value for the coop and its members.
- Other important topics and problem sets include amongst others: performance measurements, allocated equity, preferred stock, free rider / horizon / portfolio issues, residual claimant constraints and residual control.

**commodity**  
**risk management**  
Academy

# Course Objectives

Every cooperative goes through a cycle of phases, instrumental in determining cooperative health. As the membership becomes more diversified and more heterogeneous, the organisation will need to properly adjust services, policies, resolutions and practices in order to sustain value for itself and its members.

The Life Cycle Approach is characterized by an interactive and hands-on methodology, as executive participants will immediately recognize the situations and problems sets at hand, and will gain insights on how to deal with them in a tactical and strategic manner.

The course revolves around interaction, sharing and building of knowledge and skills, all within the framework of maximizing value on the following subjects:

- Strategic Planning
- Board-Management Relations
- Leadership and Executive Development
- Conflict Resolution
- Cost Analysis
- Resource Allocation

## PROGRAM June 15 & 16 2017

Start June 15 – 08:30 - End June 16 – 17:00



### Day 1

#### Cooperative Health

History and evolution of the Cooperative. How are Cooperatives different from Investor Owned Firms?

#### The Life Cycle Framework:

Phase 1: Economic Justification

Phase 2: Organizational Design

Phase 3: Growth – Glory – Heterogeneity

Dinner and hotel accommodation on location

### Day 2

Action: Tinkering

#### The Life Cycle Framework

Phase 4: Recognition and Introspection

Phase 5: Choice

Wrap-up and Farewell by Prof. Cook & Pennings

End of Day 2 | End of Course

### Commodity Risk Management Academy

The Commodity Risk Management Academy offers training courses for professionals on risk management and training for cooperatives.

Our courses can also be given in-company. Please do not hesitate to contact us if you have any questions or if you would like to know how your company can benefit from this course.

#### Training advisor

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### Course fee

The course fee is € 2,500.- excluding VAT, including lunches, dinner and hotel accommodation on Day 1. Costs for lodging are included.

### Venue

The course venue is a central location in the Netherlands. For further details please contact us directly.

### Information and registration

To register please contact The Commodity Risk Management Academy by phone +31 (0)55 843 48 79 or send an e-mail to [info@commodity-rm-academy.nl](mailto:info@commodity-rm-academy.nl).