

Prof. Constantine Iliopoulos, PhD



Cooperative
Governance:
**Good Governance
Practices Ensure
Resilience**

Estonian University of Life Sciences
Tartu, Nov. 3, 2022

Europa Maaelu Arengu
Põllumajandusfond:
Euroopa Investeeringud
maapiirkondadesse

1

Breathing life into a dying system...

Collectively creating results that
nobody wants...

Crumbling walls...

So what?

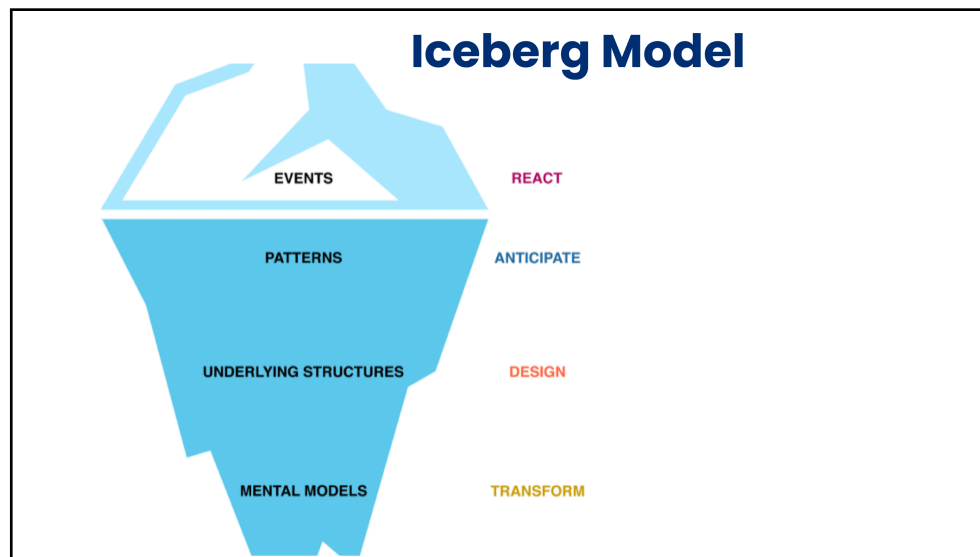
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The Blind Spot: How to Lead from the Emerging Future

Change makers are needed

Reacting against the past vs. leaning into an emerging future...

3



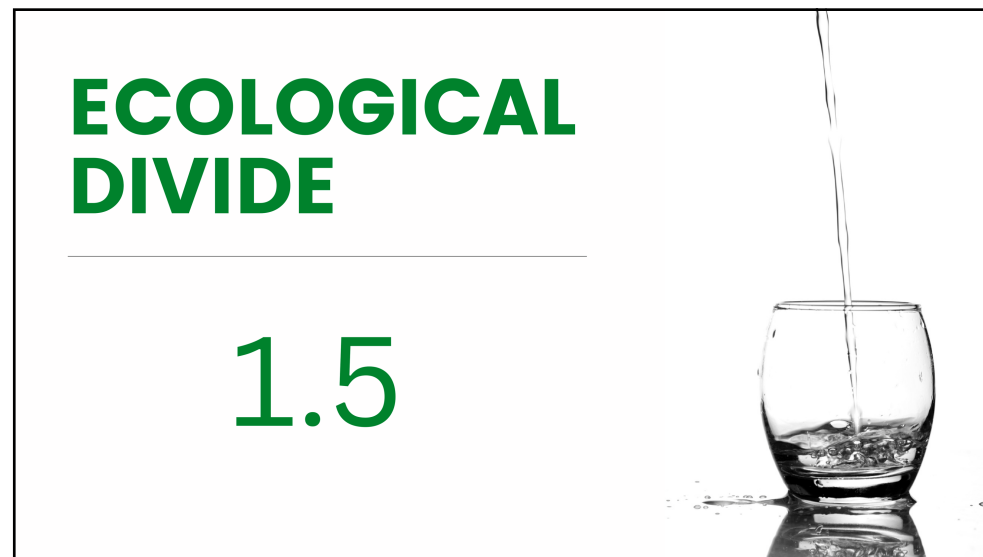
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Symptoms


- Ecological Divide
- Social Divide
- Spiritual-Cultural Divide

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**ECOLOGICAL
DIVIDE**

1.5



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SOCIAL DIVIDE



- 2.5 bn people, < \$2/Day
- Top 1% collective worth > worth of the entire bottom 90% (USA)

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SPIRITUAL-CULTURAL DEVIDE



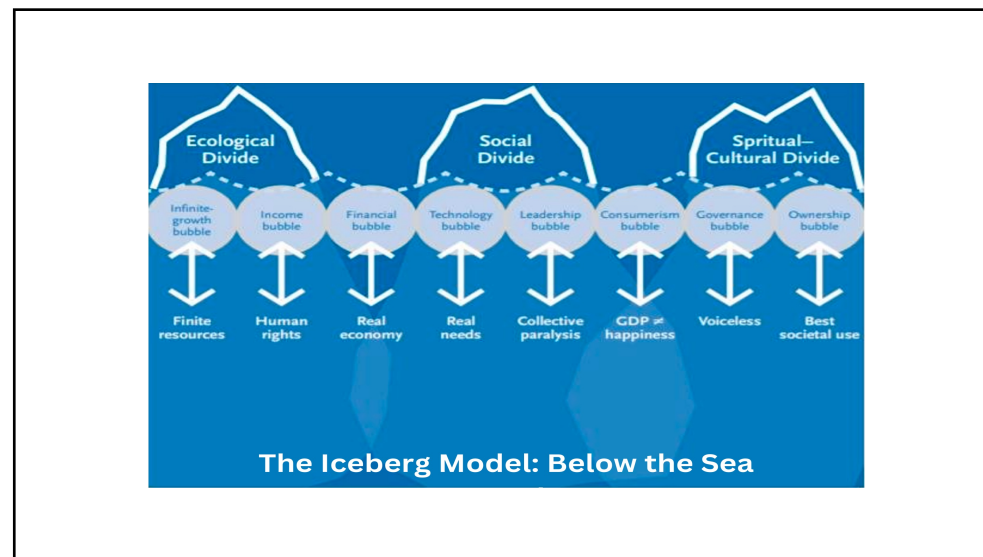
> twice as many people died from suicide as died in wars (2000)...

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What have we learned in the last 100 years?

- 01** **Ministries, UN Agencies, NGOs**
Address single issues
- 02** **Academia**
Address single issues
- 03** **Silo-type approach...**
Isn't working...
- 04** **Blind spot...**
Tip of the iceberg...

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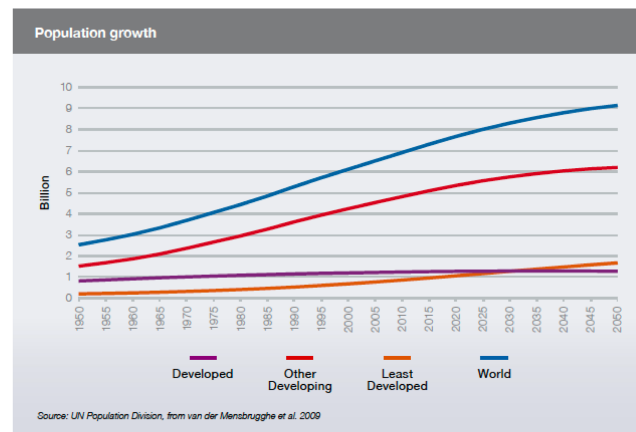


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Food Demand and Production



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International Trade



Cereals

Livestock

Oilseeds and
vegetable oils

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Natural Resources



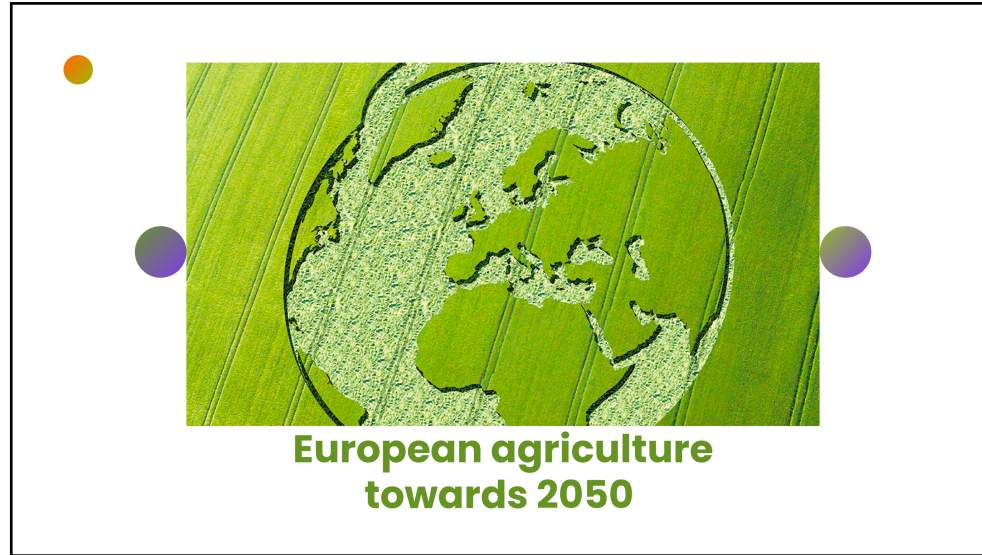
Yields

Cropping intensity

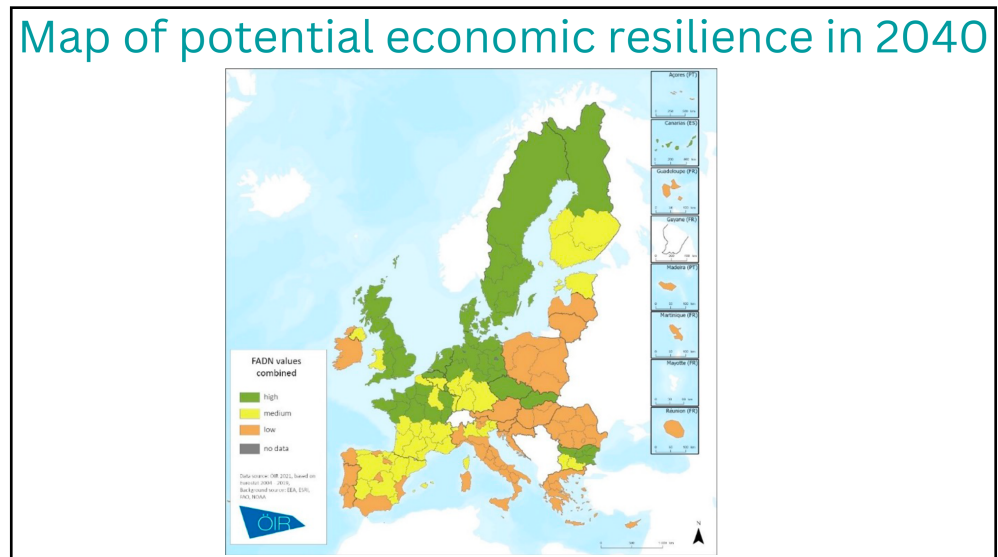
Land

Water

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National Council of Farmer Cooperatives

**SUSTAINABILITY:
AT THE HEART
OF CO-OP SUCCESS.**

**So, how do ag co-ops
evolve to address these
complex challenges?**

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Challenges do not
shape your character,
they just reveal who you
are...

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**Challenges magnify
sources of organizational
costs**

- Frictions
- Member preference Heterogeneity

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So what do ag co-ops do?

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They Tinker...



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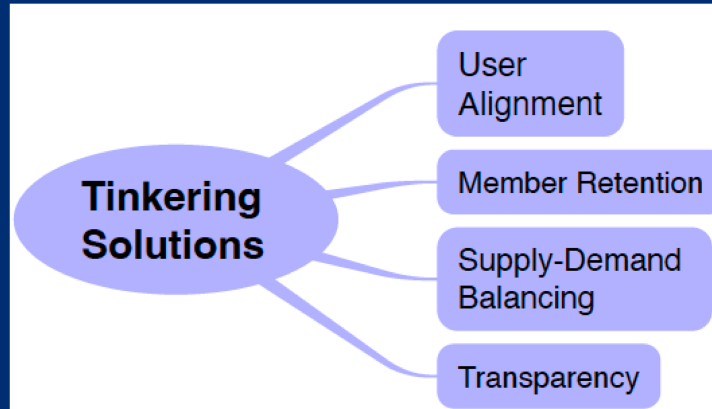
Tinkering

- What?
- What not?
- When does the need for tinkering arise?



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Tinkering Solutions...



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Examples of Tinkering Solutions (1)

Co-op	Country	Tinkering Solution
Valio	Finland	User Alignment
Nordmilch AAG	Germany	User Alignment & Member Retention
Friesland-Campina	The Netherlands	S-D Balancing

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Examples of Tinkering Solutions (2)

Co-op	Country	Tinkering Solution
Florida's Natural	USA	S-D Balancing & Member Retention
Viver	Spain	User Alignment & S-D Balancing
Southern Bluefin Tuna Fishery	USA	S-D Balancing & User Alignment

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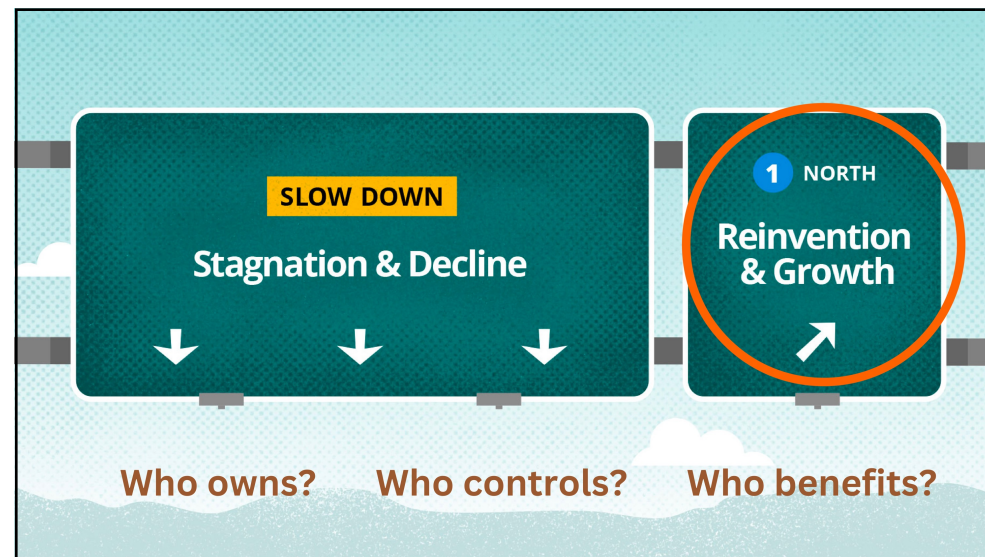
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Options When Tinkering Does Not Work Anymore...

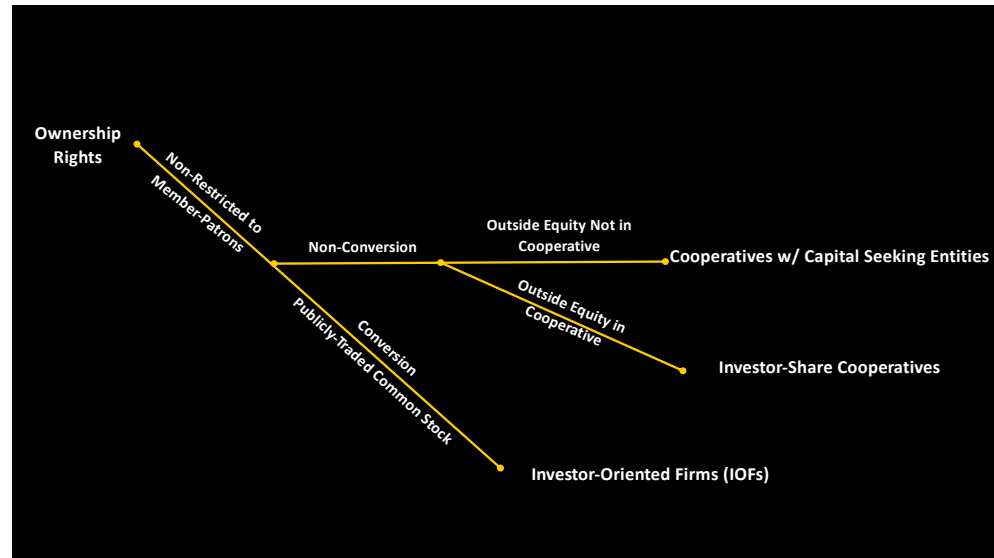
- Status Quo
- Exit
- Reinvention



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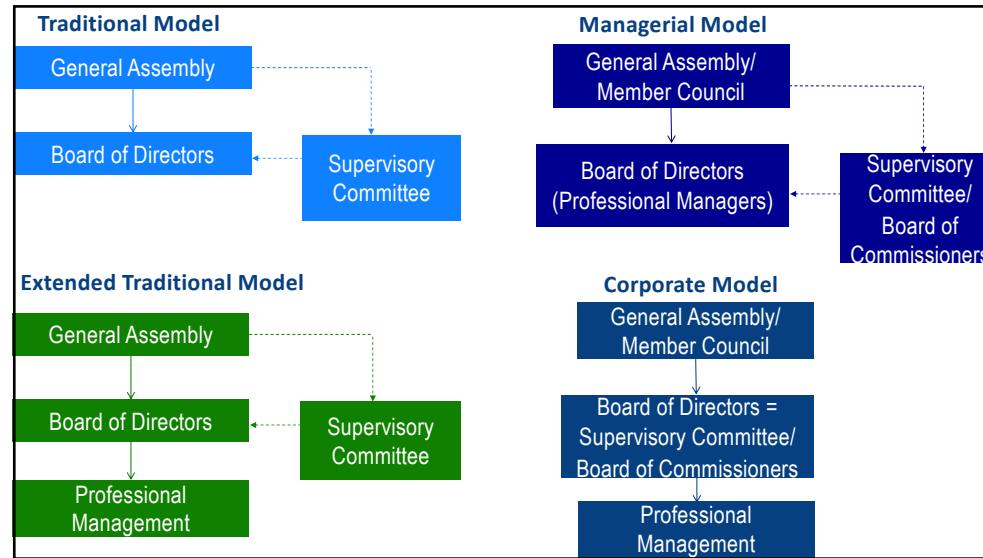
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Reinvention-II: Governance Models

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Will these adaptations suffice?

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We will know in a few years...

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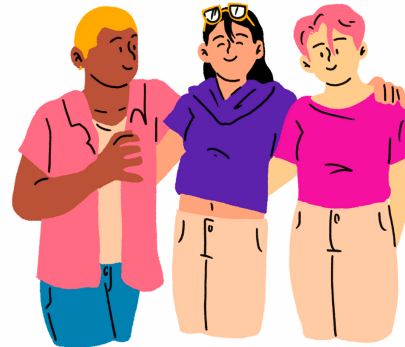
However...

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Acting vs. Thinking

		Think	
Act	Think, Think	Think, Act	
	Act, Think	Act, Act	

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Let's make our cooperative
future brighter than today...

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Constantine Iliopoulos, PhD

Contact Me

++30-210-839-2156

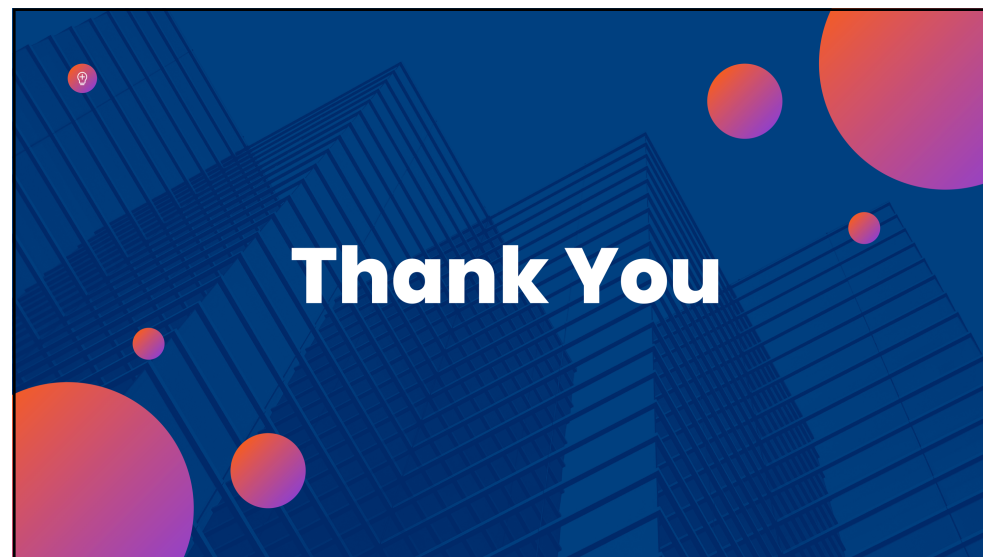
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A contact slide for Constantine Iliopoulos, PhD. The slide features a white background with a purple and orange gradient bar at the bottom. On the left, there is a purple rounded rectangle containing contact information: a phone icon, the number ++30-210-839-2156, an email icon, the address iliopoulosC@agreri.gr, and a globe icon, the website www.agreri.gr. On the right, there is a portrait of Constantine Iliopoulos, a middle-aged man with grey hair wearing a blue polo shirt, standing in a library or office setting. The slide is decorated with a small lightbulb icon in the top left and a purple circle in the top right.

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Thank You

A "Thank You" slide with a dark blue background. The text "Thank You" is centered in a large, white, bold font. The background features a pattern of overlapping, slightly offset rectangular lines in a lighter blue shade. Several large, semi-transparent circles in shades of purple, pink, and orange are scattered across the slide. A small lightbulb icon is visible in the top left corner.

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