



MONASH
University

Understanding, creating and measuring cooperative value

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About the research study...

1. 2-year study, commenced November 2017
2. 13 CMEs as participants- 9 large funding CMEs, 4 regional CMEs
3. Research team of 6 drawn from Monash University, Warwick Business School, UK and ANU
4. Data
 - a. over 200 interviews (171 interviews related to 8 CMEs analysed for the report)
 - b. observational data- 21 observations (25 hrs)
 - c. archival data- 175 proprietary and 125 public documents

The importance of measuring value...

1. Proper measurement leads to appropriate decisions and actions- “what is measured gets done”
2. Value measurement enables resource allocation and accountability
3. Measurement provides a common language for communication
4. Measurement helps forge identity- organisational and personal
5. Measurement affirms the individual and organisation

Why is it important to do this research?...

1. Accounting numbers are not able to capture fully the value created by a CME
 - a. eg: what is the value of RACQ investing \$1m in lobbying the government to improve a section of the Bruce Highway?
2. Measurement (eg: Net Profit BT) provides a common language to communicate value to stakeholders and broader community which is not possible for CMEs. Strategic opportunity for the sector
3. Measuring mutual value of a CME is complex
 - a. No established methodology or frameworks
 - b. Multiple externalities
 - c. Unavailability of data and social bookkeeping processes

Key Questions

1. What is the value created by Coops?
2. How is value created by Coops?
3. How is value measured in Coops?