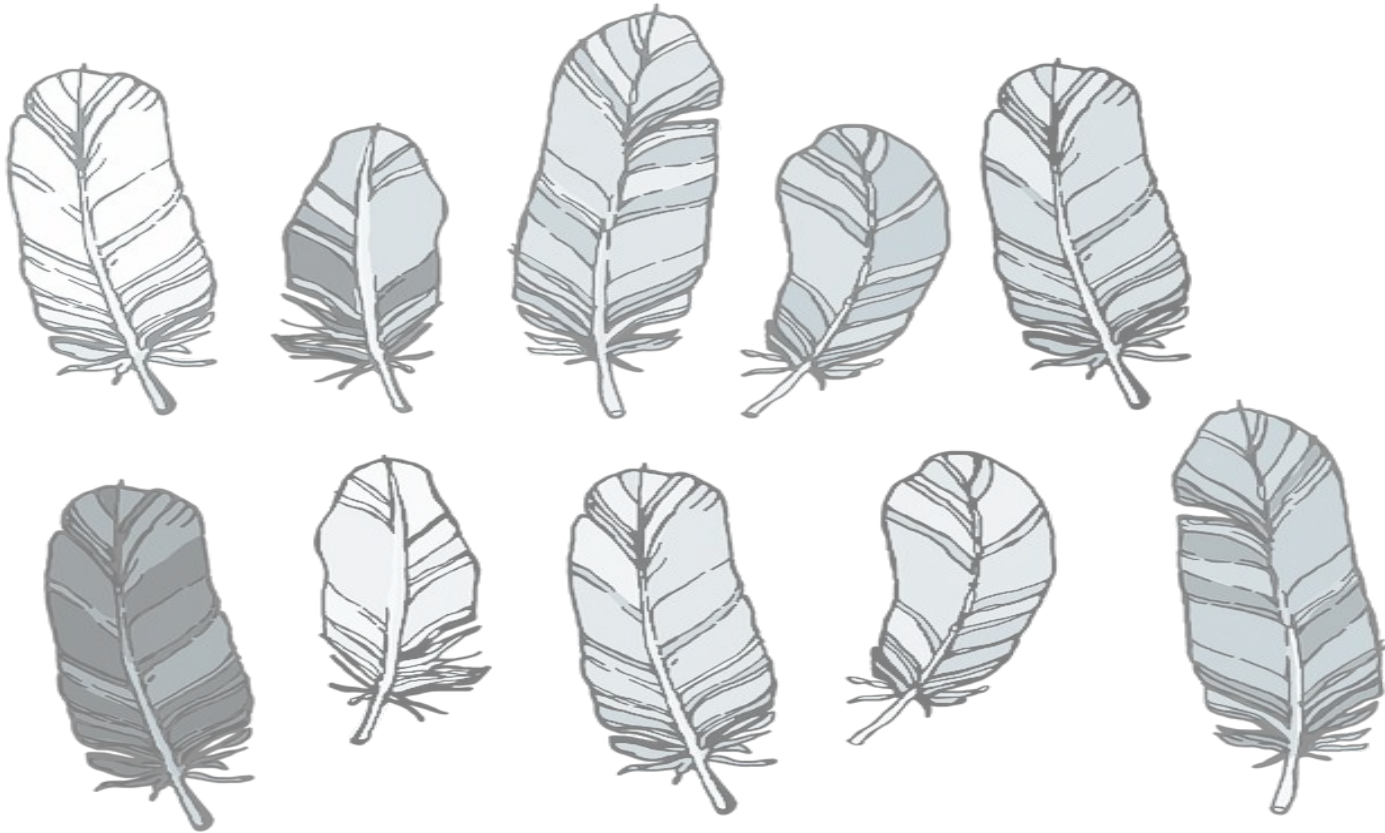


Resilient Strategic Planning Toolkit for Worker Co-operatives

Presented co-operatively by
GIA Consulting Co-operative and Realize Strategies





Housekeeping

- Safety First!
- Washrooms
- Emergency calls
- Keep an open mind
- Be supportive rather than judgmental
- Only one conversation will go on at once
- Respect differences

Agenda

- Strategic Planning
- Supply Chain Resiliency
- Financing
- 12:20 - 13:20 pm Lunch
- Emergency Programing
- Preparing your own kit
- Toolkits
- 14:20 - 14:40 pm Break
- Table Top exercise
- Self Resilience and Cooperative Resilience

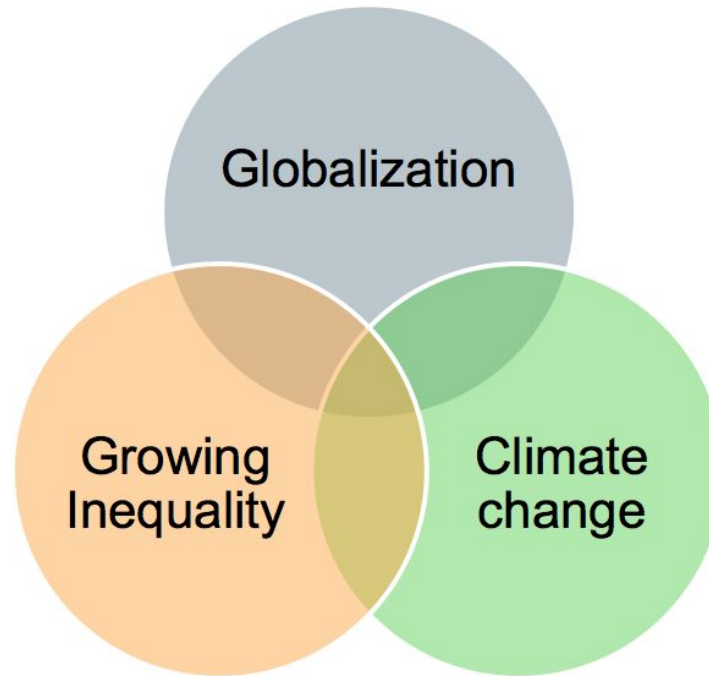
Facilitators

- Jennifer Tan, MMCCU
- Brad Boyce
- Lissette Lemus, MMCCU, SCMP

Strategic Planning

Jennifer Tan, MMCCU

Rapidly Changing World



Environmental Scan: PESTEL analysis

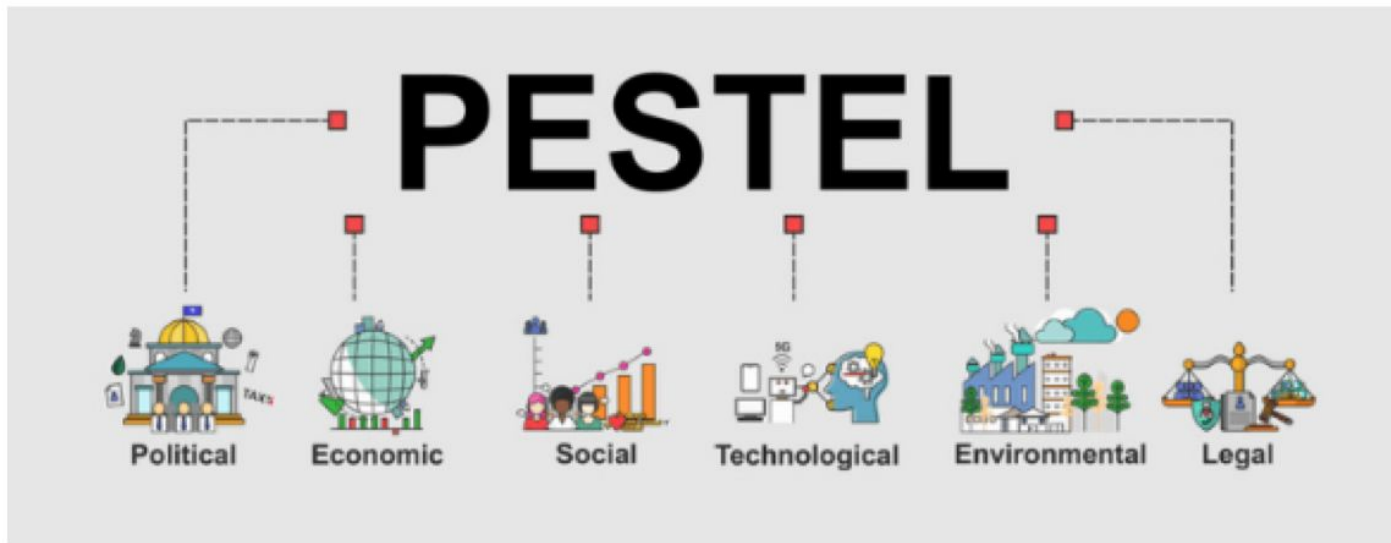


Image from: <https://upmetrics.co/blog/pestle-analysis>

Political

- government policy
- political stability
- trade restrictions
- foreign trade policy

Economic

- economic growth
- interest rates
- exchange rates
- inflation
- disposable income of consumers and businesses

Social

- population growth
- age distribution
- health consciousness
- career attitudes

Technological

- new ways of producing goods and services
- new ways of distributing goods and services
- new ways of communicating with target markets

Environmental

- ecological and environmental aspects
- weather
- climate
- climate change

Legal

- discrimination laws
- antitrust laws
- employment laws
- consumer protection laws
- health and safety laws

Strategic Planning

- Map out the future
- Organizational resilience
- Building from the basics
- Maintain your co-operative's health



Organizational Resilience

Principals and Attributes, defines organizational resilience as the “ability of an organization to absorb and adapt in a changing environment to enable it to deliver its objectives and to survive and prosper.”

ISO 22316

6 Strategic Objectives to build a resilient co-operative

1. Strengthen the co-operative identity
2. Leverage your Worker co-operative culture –it's the 'secret sauce!'
3. Build for Speed and Agility
4. Build a more resilient worker co-operative
5. Use data to empower decisions
- 6. Increase preparedness and manage risk**

Toolkit for strategic planning: questions to consider

1. Does your co-operative have a good sense of all the external factors that may affect it?
2. Has the strategic plan been reviewed recently?
3. Do you know where your co-op is on the strategic planning wheel?
4. Can your co-op absorb and adapt in a changing environment?

Supply Chain Resiliency

Lissette Lemus, MMCCU SCMP



Resilient Supply Chain

“We were eligible for multiple grants, but there was a huge drop in manpower and communication for a while during the pandemic, which led to us missing out on several grants/support networks.” (Survey respondent)

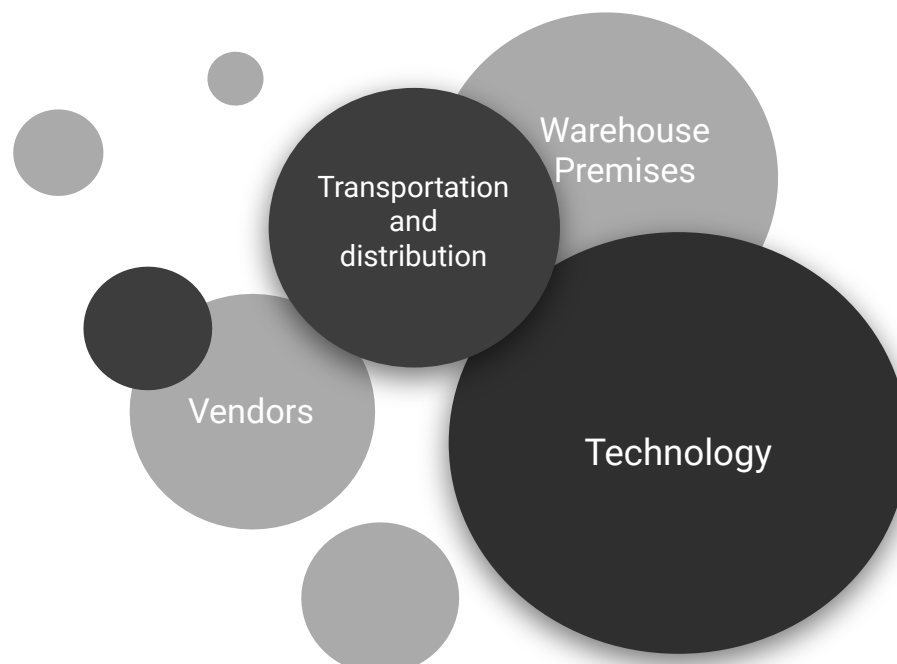
https://canada.coop/wp-content/uploads/Report_Survey_Co-op-Covid_Feb21_2022_EN.pdf

Resilient Supply Chain - Functions

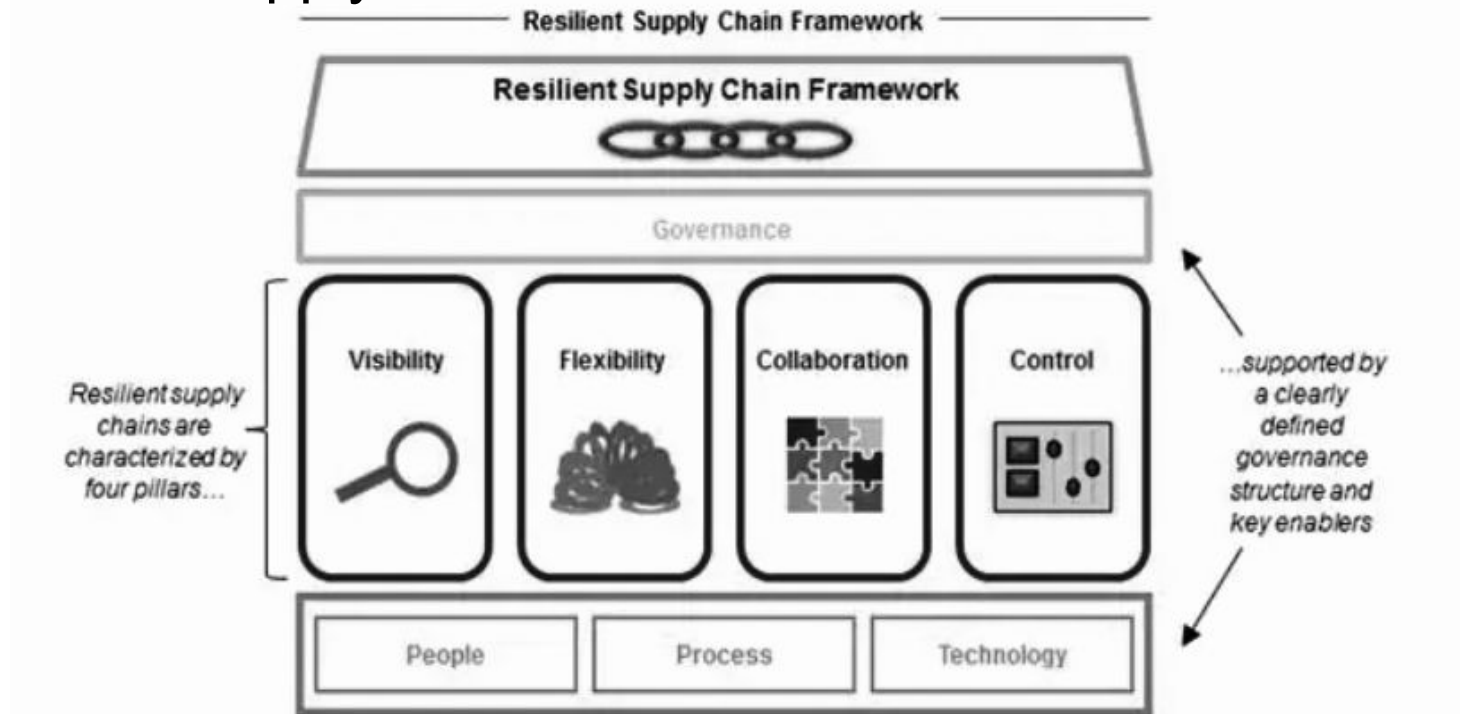


Understanding key components and functions of your supply chain and its resiliency to have the ability to bounce back from unexpected supply chain disruptions.

Resilient Supply Chain - Key Components

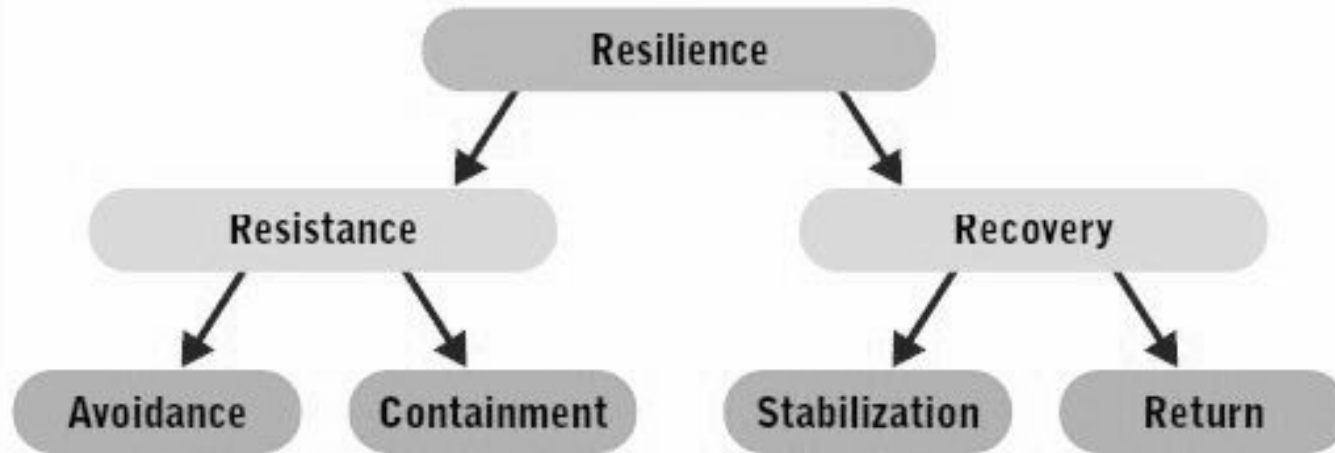


Resilient Supply Chain



Resilient Supply Chain

Tree of Supply Chain Resilience



Source: Michigan State University

Financing

Brad Boyce

Emergency Programing

Jennifer Tan, MMCCU

A changing world...



Increase preparedness and manage risk

- Implement systems to anticipate, plan and responding to changing circumstances
- Assign resources and ensure they are trained and capable to address vulnerabilities
- Be clear on risk management accountabilities
- Ensure alignment and collaboration of risk-based systems

Business Continuity Planning and Disaster Recovery

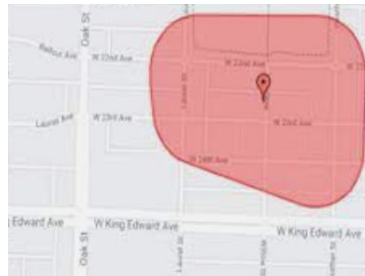
| <i>Mean rank</i> | <i>Factor influencing the decision-making</i> |
|------------------|--|
| 1 | Continuity of activities / business continuity |
| 2 | Employees' well-being |
| 3 | Responding / adapting to members' needs |
| 4 | Jobs / wages / benefits preservation |
| 5 | Long-term viability of your organization |
| 6 | Mitigating the pandemic impacts on vulnerable groups |
| 7 | Helping your community through pandemic |
| 8 | Helping other co-operatives through pandemic |
| 9 | Payment of patronage dividends* |
| 10 | Other |

Table 1. Factors that influenced the Canadian CMs in their decision-making about their response to the COVID-19 pandemic
 * The low ranking attributed to the payment of patronage dividends can be partly explained by the large proportion of respondents from CMs that do not distribute them.



https://canada.coop/wp-content/uploads/Report_Survey_Co-op-Covid_Feb21_2022_EN.pdf

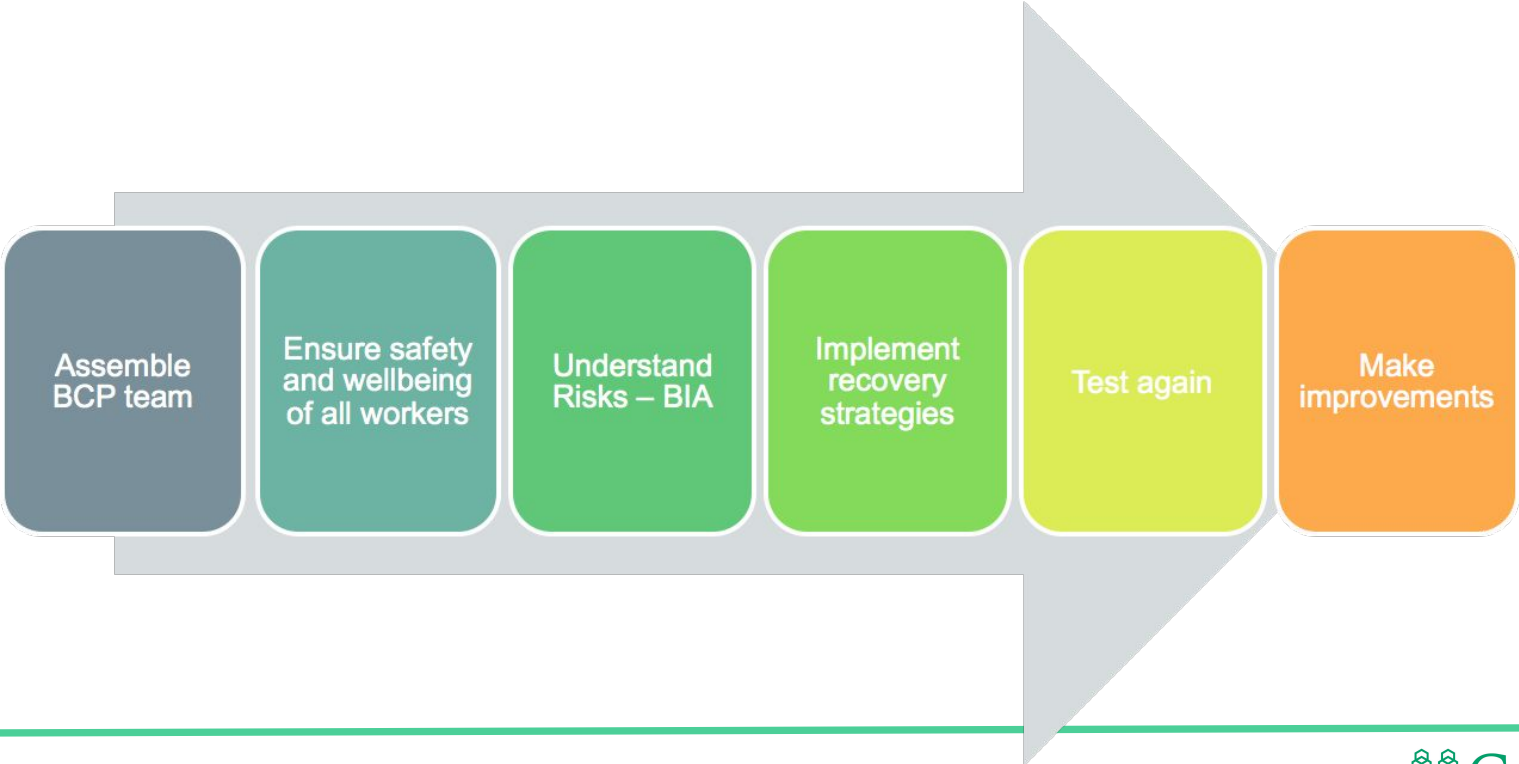
Top 4 disasters but events can be on any scale



Building a BCP plan



Testing your BCP



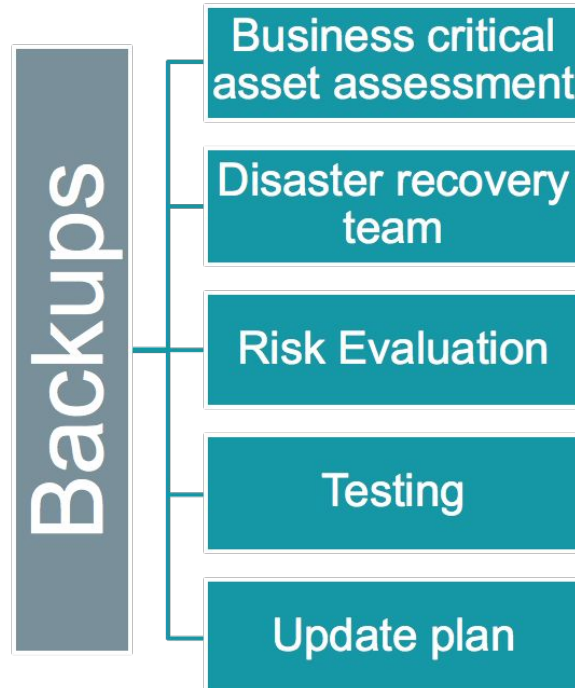
Considerations for BCP planning

- Who is involved?
- How long does it take?
- Contingency planning: equipment and location
- How much does it cost?
- Finalizing your plan
- Review your plan

Disaster Recovery (DR)

Disaster recovery (DR) is defined as an organization's method of circumventing or minimizing data loss and business disruptions resulting from catastrophic events. Such events may be human-made or natural, including everything from equipment failures and localized power outages to cyberattacks, civil emergencies, criminal or military attacks, and natural disasters.

Disaster Recovery (DR) plan



Disaster Recovery benefits

- ★ Restoration of systems and services quickly
- ★ Limit losses in revenues and costs for downtime
- ★ Ensure critical processes continue
- ★ Minimize reputational risk
- ★ Less/no impact on business performance

Preparing your own Kit

Brad Boyce

Toolkits

Lissette Lemus, MMCCU SCMP



Toolkits ~ Decisions

| <i>Mean rank</i> | <i>Factor influencing the decision-making</i> |
|------------------|--|
| 1 | Continuity of activities / business continuity |
| 2 | Employees' well-being |
| 3 | Responding / adapting to members' needs |
| 4 | Jobs / wages / benefits preservation |
| 5 | Long-term viability of your organization |
| 6 | Mitigating the pandemic impacts on vulnerable groups |
| 7 | Helping your community through pandemic |
| 8 | Helping other co-operatives through pandemic |
| 9 | Payment of patronage dividends* |
| 10 | Other |

Table 1. Factors that influenced the Canadian CMs in their decision-making about their response to the COVID-19 pandemic
 * The low ranking attributed to the payment of patronage dividends can be partly explained by the large proportion of respondents from CMs that do not distribute them.



https://canada.coop/wp-content/uploads/Report_Survey_Co-op-Covid_Feb21_2022_EN.pdf

Toolkits

- Document your strategies for each function
- Communicate governance and point of contacts
- Create your checklists for different scenarios including people, process and technology needed to be resilient to events:
 - Climate events
 - Cyber Attack
 - Pandemic
 - Utilities interruption
- Rehearse

Table Top Exercise

Brad Boyce

Table Top Exercise

Jennifer Tan, MMCCU

Self Resilience

Lissette Lemus, MMCCU SCMP

Self Resilience ~ the working mind

<https://theworkingmind.ca/continuum-self-check>



Self Resilience ~ the working mind

| | Healthy | Reacting | Injured | Ill |
|---|---|--|--|---|
| Changes in Mood | Normal mood fluctuations Calm Confident | Irritable Impatient Nervous Sadness | Angry Anxious Pervasive sadness | Easily enraged Excessive anxiety/panic Depressed mood, numb |
| Changes in Thinking and Attitude | Good sense of humor Takes things in stride Ability to concentrate and focus on tasks | Displaced sarcasm Intrusive thoughts Sometimes distracted or loss of focus on tasks | Negative attitude Recurrent intrusive thoughts Constantly distracted or cannot focus on tasks | Noncompliant Suicidal thoughts/intent Inability to concentrate, loss of memory or cognitive abilities |
| Changes in Behaviour and Performance | Physically and socially active Present Performing well | Decreased activity/socializing Present but distracted Procrastination | Avoidance Tardiness Decreased performance | Withdrawal Absenteeism Can't perform duties/tasks |
| Physical Changes | Normal sleep patterns Good appetite Feeling energetic Maintaining a stable weight | Trouble sleeping Changes in eating patterns Some lack of energy Some weight gain or loss | Restless sleep Loss of appetite Some tiredness or fatigue Fluctuations or changes in weight | Cannot fall/stay asleep No appetite Constant and prolonged fatigue or exhaustion Extreme weight gain or loss |
| Changes in Addictive Behaviours | Limited alcohol consumption, no binge drinking Limited/no addictive behaviours No trouble/impact due to substance use | Regular to frequent alcohol consumption, limited binge drinking Some to regular addictive behaviours Limited to some trouble/impact due to substance use | Frequent alcohol consumption, binge drinking Struggle to control addictive behaviours Increasing trouble/impact due to substance use | Regular to frequent binge drinking Addiction Significant trouble/impact due to substance use |

QnA

- Jennifer Tan ⇒ jtan@gia.coop
- Brad Boyce ⇒ accounting@realizestrategies.ca
- Lissette Lemus ⇒ llemus@gia.coop

Thank you

