

## Goal Alignment in Successful Growth Strategies A Look at Four Entrepreneurial Producer Co-operatives

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Although literature and practice provide a number of examples of successful co-operatives whose competitiveness and performance are attributed to innovation, proactivity, and entrepreneurial attitudes, our understanding of entrepreneurial- and innovation-driven growth in co-operatives remains disconnected from dominant management theories. The literature shows that the relationship between strategic intentions and innovation processes is particularly important to successful growth.

This presentation examines four entrepreneurial producer co-operatives to show that goal alignment for growth must happen at both the strategic and operational level. The research reveals that, despite operating in low-to-medium-technology industries, producer co-ops can successfully pursue innovation- and entrepreneurial-driven growth strategies. The presenter provides a close analysis of the knowledge mechanisms used to align the goals of individual members when the co-ops' strategic intentions aspire towards more aggressive, growth-oriented goals.

Lisa's research interests focus on the organisation and management of innovation, in particular, the role of learning and knowledge processes for innovation in co-operative and collaborative business models and ownership structures. Her research draws on a range of theoretical perspectives to explore how individuals adapt practices across varying geographical and epistemic locations for innovation purposes and the implications of this for organisational processes.



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