

# COOPERATIVES OF ACTIVITY AND EMPLOYMENT : AN EXAMPLE OF SOCIAL INNOVATION DEVELOPMENT

APRE COFÒ - 18 - 03 - 2017



Comune di Cinisello Balsamo

# Programme

1. What is a CAE ? The example of CO-ACTIONS
2. How does it work ?
3. Social innovation in action
4. Social innovation & Tiers-Lieux Network
5. Social innovation & Local Economic Cooperation Consortium

# 1. What is a CAE ? The example of CO-ACTIONS



**Country** > France    **Region** > Aquitaine

3,335 millions inhabitants in the Region

# 1. What is a CAE ? The example of CO-ACTIONS

The CAE gathers people who want to **create their job** in **a collective framework**.

Both an **incubator** and a **shared company** owned by its members

A CAE, a key player in **local economic development**.

The 1st CAE was created in 1995. CO-ACTIONS was created in **2004**

Legal framework since 2014 « **Social Economy Law** »

# 1. What is a CAE ? The example of CO-ACTIONS

Co-Actions supports the entrepreneurs in **experimenting** the **viability** of their own business project with **safety, freedom, solidarity**, and **taking part** in the life of the social enterprise.

This model is a source of **capacity building** for the people and for their potential of creativity and innovation



# 1. What is a CAE ? The example of CO-ACTIONS

The cooperative isn't specialized in a specific sector: we have **25 different professions**



consultants  
cookers  
trainers  
photographers  
artisans  
urban gardeners  
web programmers  
designers  
yoga teacher  
etc.



## 1. What is a CAE ? The example of CO-ACTIONS

Each of us gives **a financial participation** to pay the permanent support staff.

These support staff help us **to develop our business**, our competencies, **handle the administrative part** and **accounting**. There are **9 members** of support staff (the equivalent of about 5 full time people).

We have **an online platform** to do the **quotes** and **invoices** for our customers, our **expense accounts** and our colleague who is an accountant manages all the administrative parts and tax payments. As entrepreneurs, we could be focused on the development part of our activity

# 1. What is a CAE ? The example of CO-ACTIONS

## SUPPORT STAFF

2 advisors/coaches to support the entrepreneurs

1 accountant

1 webmaster

1 human resources manager

1 cooperative life and communication manager

2 co-managers (elected by the entrepreneurs)

1 vocational training manager





1. What is a CAE ? The example of CO-ACTIONS

## SUPPORT STAFF DEPARTMENTS

**STRATEGY AND MANAGEMENT  
DEPARTMENT**

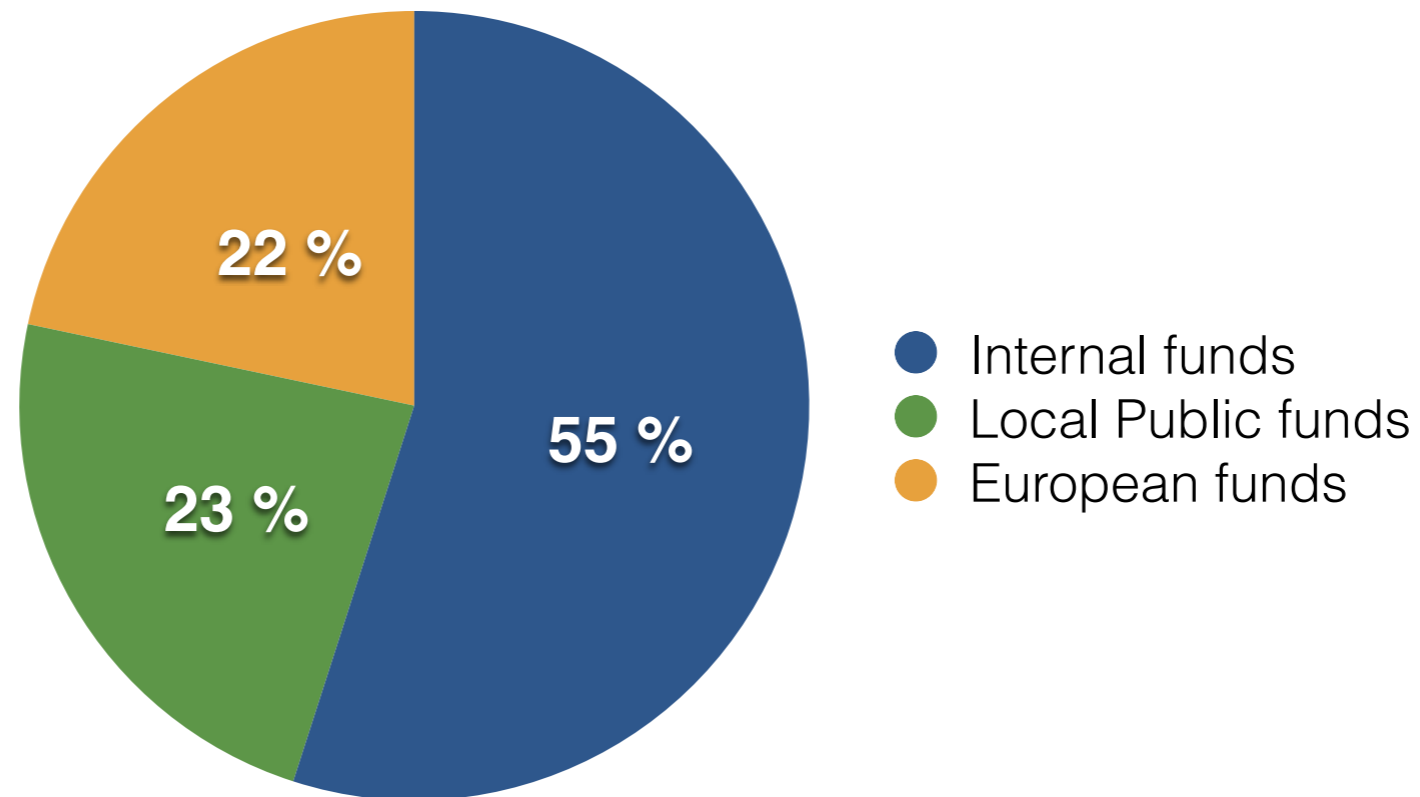
**SUPPORT OF THE  
ENTREPRENEURS DEPARTMENT**

**LOCAL DEVELOPMENT  
DEPARTMENT**



# 1. What is a CAE ? The example of CO-ACTIONS

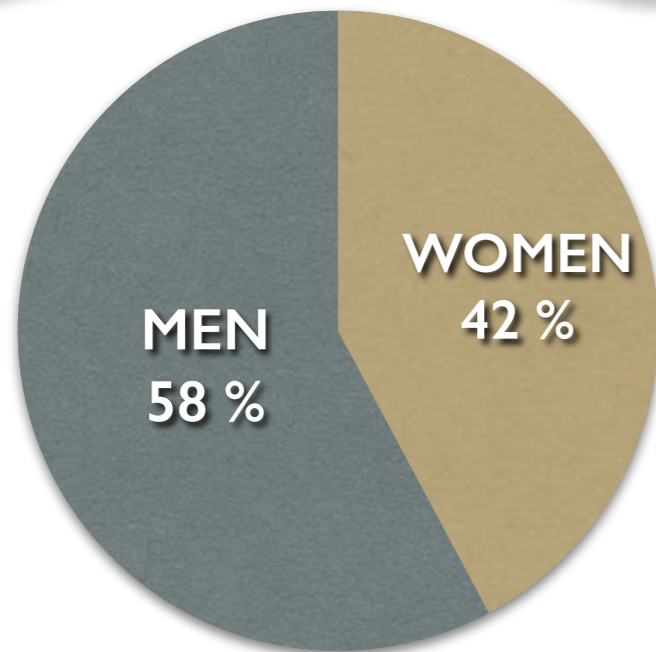
Estimated budget (2017): 300 000 €



Sales Revenues (2016): 900 000 €

# 1. What is a CAE ? The example of CO-ACTIONS

64 entrepreneurs



**120 project leaders**  
(people we met for a collective information meeting about the cooperative)

**31 new comers**

**33 AEE \***

\*AEE: Associate-Employee-Entrepreneur

## 2. How does it work ?

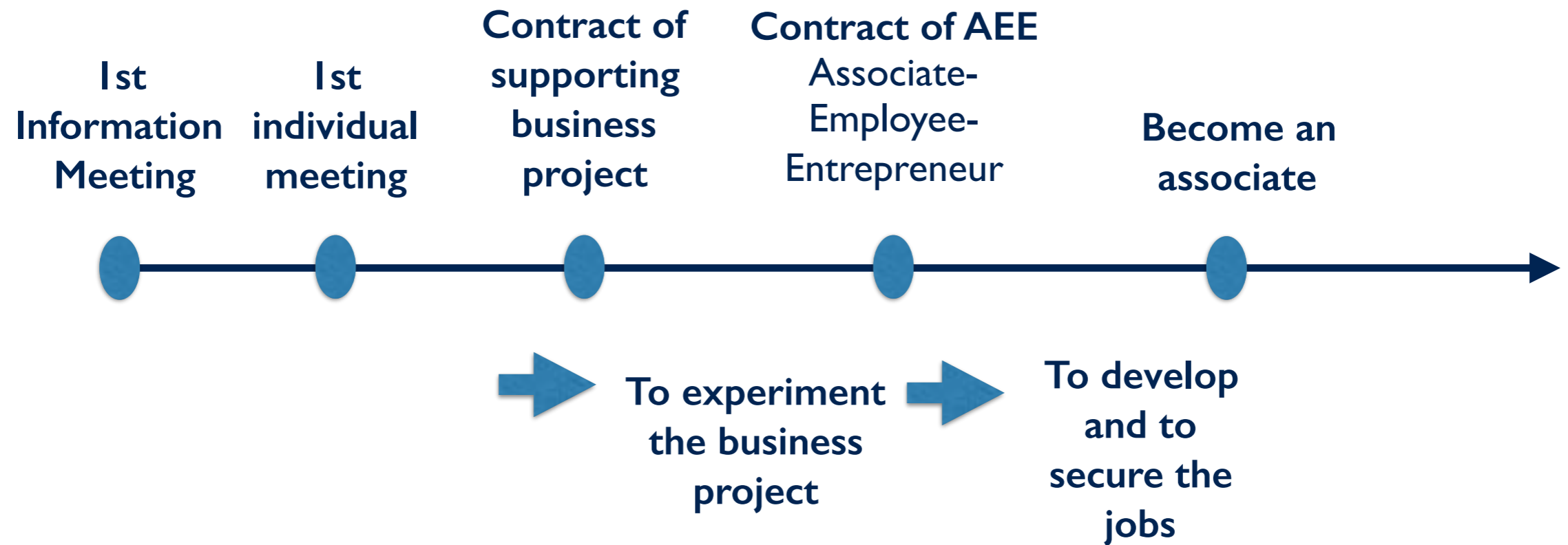
### Entrepreneur Path in the CAE

Concretely, when a project leader joins the cooperative **he's supported by different people** to develop and work on his **business ideas**, identify his **targets, costs and prices**, to determine his **communication strategy**, etc. He has a **coach/adviser** to support them as often as necessary.

So the process is, you have an idea, you join the cooperative, you start to develop your business and have contracts and when you have **sufficient business results**, you could become **an employee** and have the status of "**associate-employee-entrepreneur**" because you are a shareholder of the cooperative (you buy shares).

## 2. How does it work ?

### Entrepreneur Path in the CAE



## 2. How does it work ? Cooperative Life

The support staff organise **different cooperative seminars** during the year to allow the entrepreneurs to meet them, to talk, to participate in the strategic development of the CAE.



### 3. Social innovation in action

- Creating **local jobs** in rural and urban zones
- The **same rights as the employees** of any enterprises (social protection, individual training rights, unemployment benefits, etc).
- A **collective entrepreneurship** project: the entrepreneur could actively **contribute** in the cooperative life and its strategic development: a real **shared governance** enterprise
- Diversity of **exchanges, cooperation, partnerships, networking**

### 3. Social innovation in action

- ➔ Today, the CAE aims not only **to secure the job** and individual business creation, it is also an alternative **to build a collective entrepreneurship project.**
- ➔ By investing themselves in the long term, the employees-entrepreneurs **contribute** in the development of the collective and cooperative project **on a human and financial way.**
- ➔ The cooperative has a **small turn over** and has a scale development which allows the necessary self financing for its construction.
- ➔ This collective project and its mechanism of sharing aim to offer **higher work conditions that would not be possible as a freelancer:**
  - sharing offices
  - cooperation between entrepreneurs
  - mutual communication and sales strategy
  - forecast cash needs, etc.



### 3. Social innovation in action & Tiers-Lieux

- ✓ **Tiers-Lieux** = Third places = The place that is not home and not work
- ✓ Tiers-Lieux are all the places like **coworking spaces, fablab, maker space etc**
- ✓ Co-actions created different coworking spaces to allow the entrepreneurs to have sharing places to meet **partners, customers, colleagues and exchanges skills, contacts, ideas..**

### 3. Social innovation in action & Tiers-Lieux

- ✓ Creation of 2 Tiers-Lieux in rural zone and 1 in urban zone
- ✓ Users of 2 Tiers-Lieux in urban zone
- ✓ Founder member of the regional network **Tiers-Lieux Coopérative**

la cooperative  
**tiers lieu{x}**  
travailler autrement pour vivre mieux



*Nearly 150 spaces at the regional level*

### 3. Social innovation in action & Tiers-Lieux

Since 2013, CO-ACTIONS created

- a coworking space in Hagetmau, a small village in the south of the region, in a rural zone. This coworking space is located **in the office of a large non for profit organization**. The coworkers are **local entrepreneurs** and a **small publishing house of poetry**.

- a coworking space in La Réole another village in a rural zone. The coworking space is open for all the **entrepreneurs of this region** and the **remote workers** (the employees that are allowed to work at home some days in a week).

- a coworking space in Bègles a small city close to Bordeaux **in a sharing building with a grocery cooperative**



### 3. Social innovation in action & Tiers-Lieux

In all these spaces, our cooperative organizes **some information meetings** to speak about the entrepreneurship in a cooperative framework, **training sessions**, or informal meeting like **breakfast between entrepreneurs** and local partners on a monthly basis.

The trainings are for example

- How to run a business in a cooperative
- Communication strategy
- Business models, etc.



### 3. Social innovation in action & Tiers-Lieux

The Tiers-Lieux Coop is the **regional network** of the “sharing spaces” that we created with other partners.

The motto of the Tiers-Lieux Coop is “**working differently**”. This network aims to **technically support all the third places** and project leaders who have a project of coworking, fab lab or maker space. The Tiers-Lieux Cooperative organises also a specific training for the Tiers-Lieux facilitators.



la cooperative  
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### 3. Social innovation in action - Youth and social economy

- ✓ A Local Economic Cooperation Consortium « **Youngsters & Social Economy, go on!** »
- ✓ Numerous **innovative initiatives** digital, agroécologie, art and culture, social ecotourism, eco-building
- ✓ Co-actions contributes to **supported the entrepreneurship dynamics** and **the young entrepreneurs.**



# Thanks for your attention.



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