



Marketing your Cooperative to Caregivers and Clients



FINNPARTNERS

September 13, 2016

WORKING WITH COOPERATIVES

Black Star Co-op Pub & Brewery Austin, Texas



TYPE OF BUSINESS: An environmentally sustainable, community-driven consumer co-op that retains member self-management and keeps all decisions for being made. Our members enjoy the locally sourced, made-from-scratch pub fare and beer-making from their craft beer.

DATE OPENED: 2010

NUMBER OF MEMBERS: 1,400

HOW LONG HAVE YOU BEEN IN BUSINESS?
Black Star Co-op formed as a co-op in 2006, then raised over \$500,000 from our member-owners to open our flagship location in 2010.

WHY DID YOU BECOME A COOPERATIVE BUSINESS?
An intention of creating a space that was owned and utilized by the community. Our members became our primary access to capital.

HOW DOES YOUR COOPERATIVE IMPACT THE COMMUNITY?
Each year, our members select community organizations to support. Designed to serve the community as a public house, we provide community meeting space for many local groups.

WHAT ARE THE ENDURING CHARACTERISTICS OF CO-OPS?
Co-ops are resilient and responsive to changes in their industry and competitive landscape.

WHAT IS AN EXAMPLE OF THE POWER OF THE COOPERATIVE BUSINESS MODEL?
HELP

WHAT IS ONE WORD YOUR MEMBERS USE TO DESCRIBE YOUR COOPERATIVE?
"Brewed." Just kidding. Little craft beer joke. Probably "empowering."

WHAT IS YOUR COOPERATIVE'S BIGGEST CHALLENGE?
Competition and thriving in an industry that is characterized by unfair worker treatment.

WHAT SONG BEST DESCRIBES YOUR CO-OP AND WHY?
Probably "Subhumming" by Chumbawamba, because we couldn't reach consensus on a worthy song about drinking beer.

Co-ops are resilient and responsive to changes in their industry and competitive landscape.

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NCBA CLUSA

Hilo Health Cooperative Hilo, Hawaii



TYPE OF BUSINESS: Hilo Health Cooperative is the first consumer cooperative fitness center in the U.S.

DATE OPENED: 2014

NUMBER OF MEMBERS: 120

WHY DID YOU BECOME A COOPERATIVE BUSINESS?
We incorporated in March 2014 and acquired an existing CrossFit gym with 60 students in June. The transition was not pretty, but we had the opportunity to partner with the local medical doctor (M.D.) association, which wanted a fitness center where they could refer their patients. With a new fitness program tailored to match the needs of the M.D. partnership, our membership steadily grew to 120 within the year. Without the support of our cooperative member-owners, the business would have failed. We all pulled together and found a way to evolve the business into a much better business model with huge potential to do good.

HOW DOES YOUR COOPERATIVE IMPACT THE COMMUNITY?
Many people in the community are looking to achieve optimum health through exercise, but are intimidated by the thought of going to a gym. We have created a well thought-out S.M.A.R.T. exercise class program for beginner, intermediate and advanced levels in a positive, supportive environment. That means no mirrors, no competition and trackable results. Plus our programs come recommended by your doctor—who very likely is also a member!

WHAT ARE THE ENDURING CHARACTERISTICS OF CO-OPS?
Working with others—and recommend starting with a small group of 3-5 people—is a great way to develop a business plan. Everyone does something well, which when added together, can create a solid foundation to launch the cooperative business. Also, a cooperative is very non-threatening. The M.D. association really liked the concept of a cooperative, and government agencies do as well.

WHAT IS AN EXAMPLE OF THE POWER OF THE COOPERATIVE BUSINESS MODEL?
In the world of health, being able to have your insurance policy pay for treatments is key. S.M.A.R.T. exercise classes are now being prescribed by local M.D.'s as an alternative to prescription drugs to lower cholesterol, blood pressure and blood sugar. We are working with HUSA, the largest insurance agency in Hawaii, to qualify our S.M.A.R.T. exercise classes for insurance payment if prescribed by a doctor. Keeping people out of hospitals is a financial win for health insurance companies. Our goal is to perfect the consumer cooperative fitness center model, then help others learn how to open their own consumer cooperative fitness center in their hometown.

WHAT IS YOUR COOPERATIVE'S BIGGEST CHALLENGE?
A major challenge/opportunity is educating people about what a cooperative is and how they can become a member-owner and help not only themselves but others thrive. This is one of the reasons we joined NCBA CLUSA.

Our exercise programs come recommended by your doctor—who very likely is also a member!

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NCBA CLUSA

DC Pedicab Washington, D.C.



TYPE OF BUSINESS: DC Pedicab is a locally-owned and operated worker cooperative that sets the industry standard for non-profitly governed, lightweight bikes in the nation's capital.

DATE OPENED: 2015

NUMBER OF MEMBERS: 1

WHY DID YOU BECOME A COOPERATIVE BUSINESS?
Individually, DC Pedicab drivers have each been in business many years. However, we are in our second year of operating as a worker cooperative. DC Pedicab began as a business that rented pedicabs to independent contractors and occasionally provided transportation for events and tours. When the company was sold to another pedicab fleet, a group of five of the most senior drivers bought our own pedicabs and the website from the original owners.

HOW DOES YOUR CO-OP IMPACT THE COMMUNITY?
Our community is the tourists visiting the National Mall and elsewhere in Washington, D.C. We provide green, friendly, human-powered transportation and customized private tours. Because many of our customers have limited mobility, we feel that we have been a great help elderly and/or handicapped people who could not otherwise get around the National Mall to see all the wonderful attractions and monuments in the nation's capital.

WHAT ARE THE ENDURING CHARACTERISTICS OF CO-OPS?
We hope that one of the enduring characteristics of our co-op will be to cement the friendship that the five of us have. So far, we have cooperated in every way we're able to.

WHAT IS AN EXAMPLE OF THE POWER OF THE COOPERATIVE BUSINESS MODEL?
The cooperative business model has enabled us to keep the entire product of our own labor. Previously, we rented our pedicabs from a fleet. This meant that whenever events were held, a good deal of the profit was made by the owners, not the pedicab drivers. Now, the actual people who provide transportation for the event and do the work are making the profit.

WHAT IS ONE WORD YOUR MEMBERS USE TO DESCRIBE YOUR COOPERATIVE?
Friendship.

WHAT IS YOUR COOPERATIVE'S BIGGEST CHALLENGE?
Our biggest challenge as a cooperative was to work out a system of fair distribution of the various tours and events so that we all get an equitable share of the profits.

WHAT SONG BEST DESCRIBES YOUR CO-OP AND WHY?
The five of us agree on many things, but musical tastes isn't one of them!

DC Pedicab is providing cooperative transportation around Capitol Hill during NCBA CLUSA's 2016 Annual Cooperatives Conference.

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NCBA CLUSA



Austin American-Statesman

The Post and Courier

great day
WASHINGTON
WUSA-9

THE HILL

The Clarion-Ledger

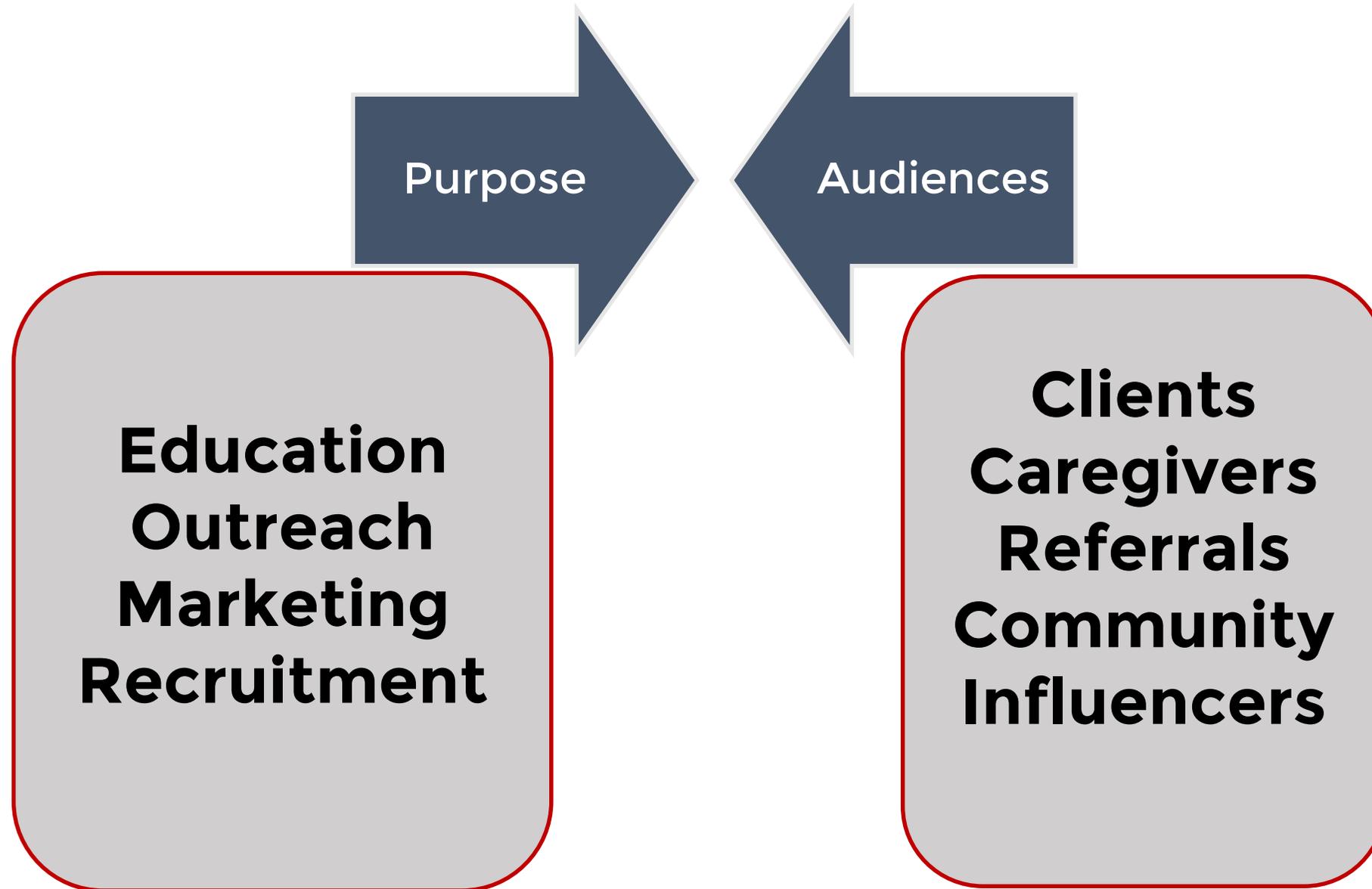
THE HUFFINGTON POST

Forbes

MoneyGeek

What Can Communications **Do for You?**

WHY MARKETING COMMUNICATIONS?



WHAT MAKES COOPERATIVES DIFFERENT

Voluntary and Open Membership
Democratic Member Control
Members Economic Participation
Autonomy and Independence
Education Training and Information
Cooperation among Cooperatives
Concern for Community

COOPERATIVES VS A TRADITIONAL AGENCY: OVERVIEW

We identified the primary differences between cooperative and traditional agencies. These differences are important to the way you communicate.

Cooperative Caregivers	Non-Cooperative Caregivers
<p>OVERVIEW</p> <ul style="list-style-type: none">○ Workers treated with respect○ Quality jobs translates into quality care○ Above average salaries – maximizes wages○ Healthcare benefits○ Less turnover year over year – about 20% annually○ Voice in decision making○ Opportunities for leadership development○ Multi-stakeholder approach	<p>OVERVIEW</p> <ul style="list-style-type: none">○ More established; many more caregiving organizations○ Turnover rates at home health agencies are up to 75% annually○ Prevailing funding mechanism for medical care in the US is fee-for-service○ Leadership/advancement goes from hands-on care into management○ Lower salaries○ Most caregivers are also employed outside of caregiving

COOPERATIVES VS A TRADITIONAL AGENCY

There are benefits communicated on both sides.

Cooperative Caregivers

HOW THEY MARKET THEMSELVES

- Hands-on approach
- Emphasizes performance measurement and quality of personal assistance and care
- Empowering caregivers to create worker-owned cooperatives
- Passion and respect for clients
- The next best thing to family
- Active members of the community
- Commitment to collaboration

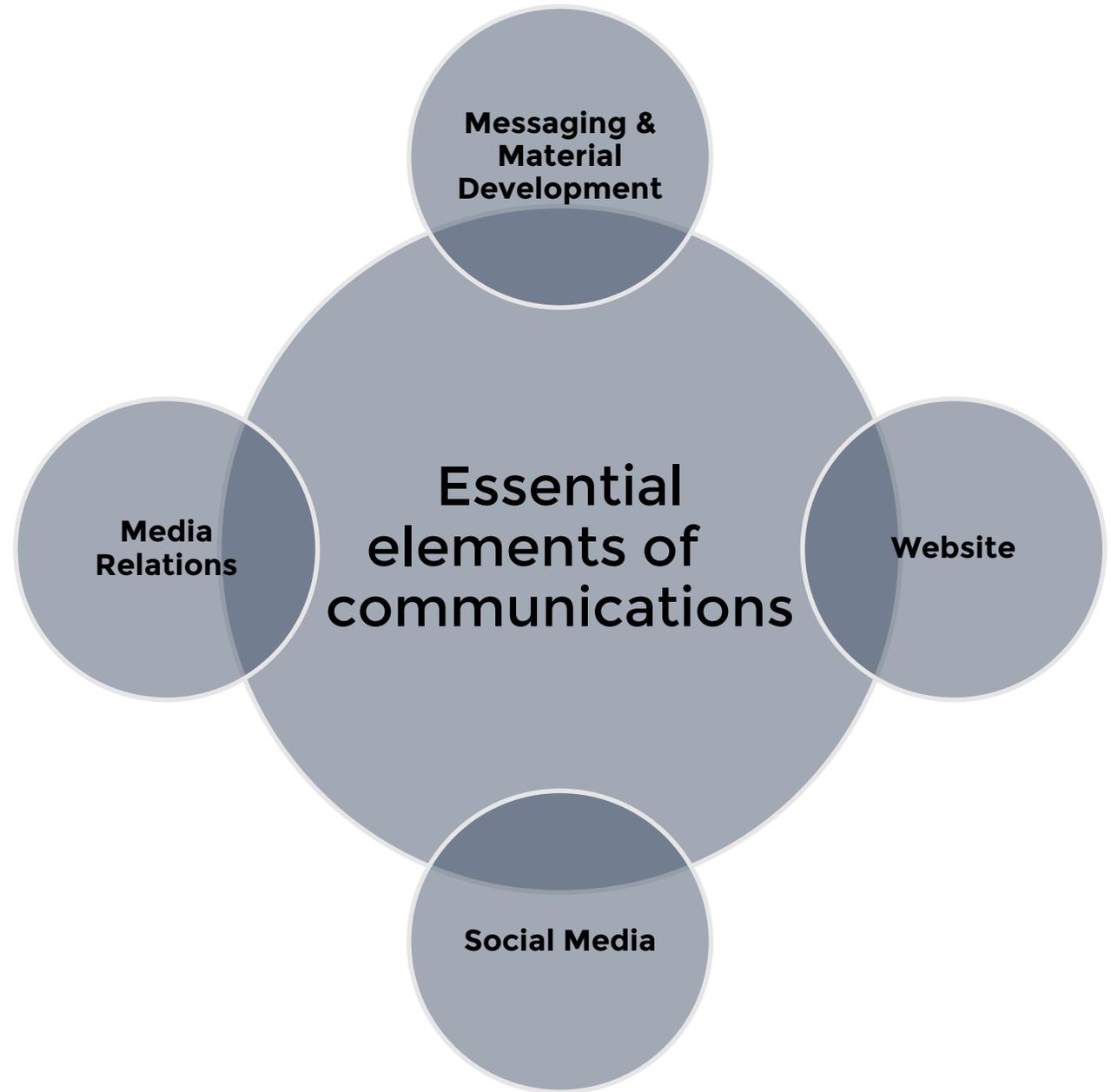
Non-Cooperative Caregivers

HOW THEY MARKET THEMSELVES

- Focused on improving the lives of family caregivers
- Increase public awareness of family caregiving issues
- Represent the U.S. caregiving community throughout the world
- Dedicated to improving quality of life for families and their care recipients through research, innovation and advocacy
- Promotes Medicaid's Cash and Counseling Program for Seniors & caregiver tax breaks
- Caregiving is a universal occupation
- Companies with 50+ employees must comply with the Family and Medical Leave Act
- Family caregiving is the backbone of the United States' long term care system

HOW DO YOU LEVERAGE THE ADVANTAGES?

There are many elements to effectively communicating your business to your various audiences. We have identified four elements that are crucial to growing home caregiving co-ops.



MESSAGING AND COLLATERAL DEVELOPMENT

Message Development

Organizational messaging is used to communicate with media outlets, influencers and will drive all collateral development for all that you do. Messaging basics includes:

- Umbrella positioning statement
- Key message pillars
- Elevator Speech
- Supporting proof points/talking points

Material Development

Building on the key messages, materials can be developed that be used online and offline, and can be used on your website, as leave-behinds with potential clients (such as rehabilitation hospitals, physician offices, etc.) shared through social media, leveraged with local reporters, at events, and used as a resource for third parties.

WEBSITE DEVELOPMENT

A clean, informative website goes a long way.

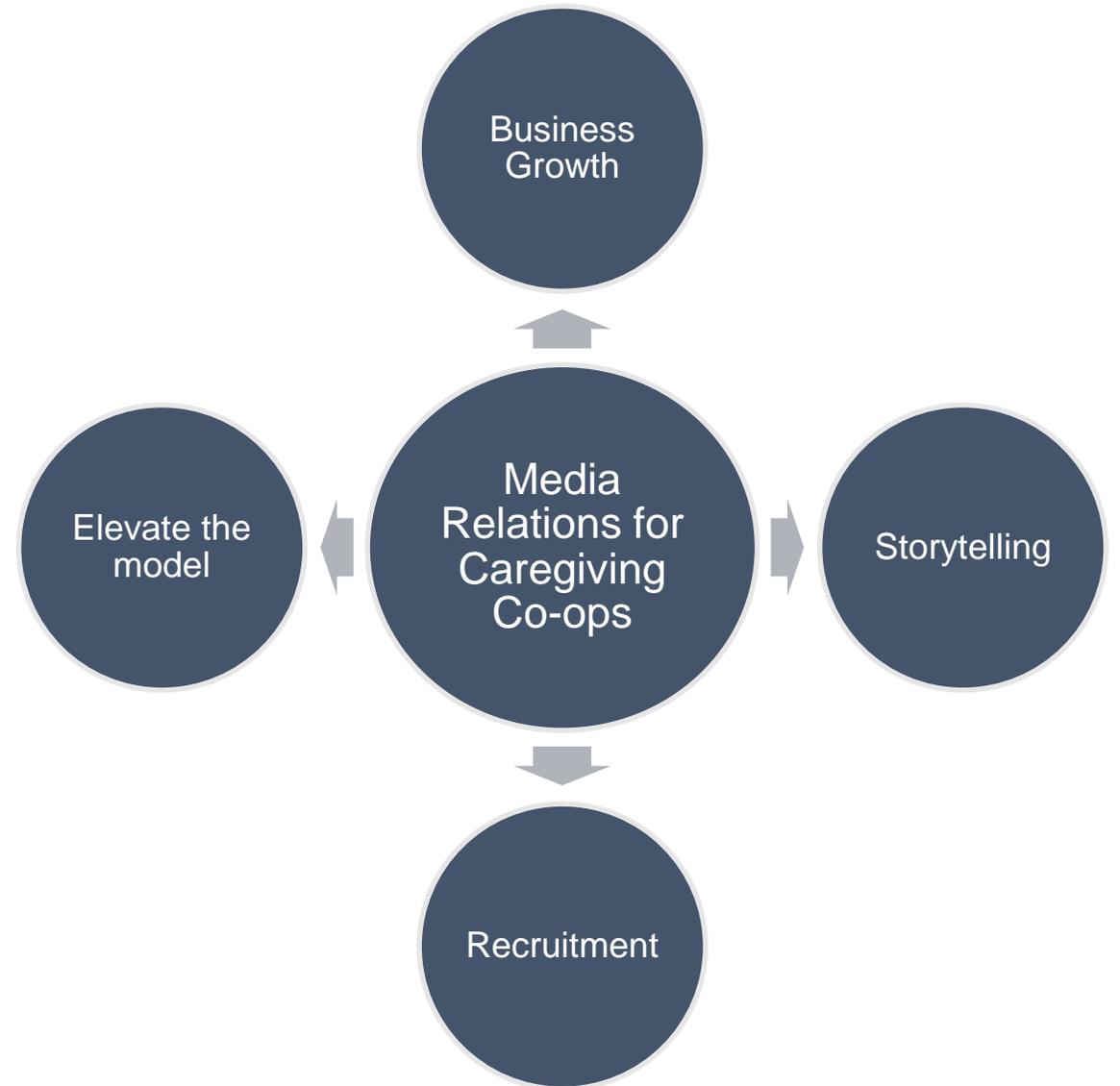
- Manageable upkeep
- Information hub
- Share success stories and community involvement
- Promote business, services, benefits and cooperative values
- News sharing



MEDIA RELATIONS

Why media relations?

- Publicize your business and industry
- Manage the organization's identity
- Educate the public
- Position yourself as a thought leader and expert



MEDIA RELATIONS



Print



Radio



Television



Online

MEDIA RELATIONS – HOW TO WORK WITH MEDIA

There are several simple ways to work with the media to further your communications goals:

Share News

- Growth; milestones
- Events
- Participation in initiatives

Calendar of Events

- Submit calendar listings for any participation or sponsored event

Observances & Recognition News Hooks

- Talk to reporters about stories and resources you can offer should they be looking to write articles around commemorative months or recognition days

Contributed Content

- Develop local opinion editorials around trends, news-of-the-day and other top-of-mind issues where you can take a thought leader position
- Example: October is National Co-op Month and May is Older Americans Month

Q&A
