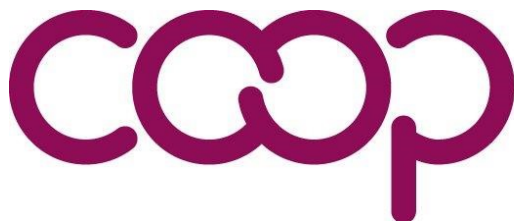


## ICA CCR EUROPEAN RESEARCH CONFERENCE 2022

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ΙΝΣΤΙΤΟΥΤΟ ΕΥΝΕΤΑΙΡΙΑΣΤΙΚΩΝ ΕΡΕΥΝΩΝ

& ΜΕΛΕΤΩΝ (ΙΣΕΜ)

## **Consequences and limitations of a regeneration process in a large worker-cooperative**

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### **Abstract :** (max. 300 words)

The Mondragon Cooperative experience is the biggest worker cooperative net of the world and one of the most influential alternative organization. This article provides an inductive analysis enriched with deductive perspectives to show the keys to one of the largest co-operative regeneration processes of recent times: the "Process on the Meaning of the Mondragon Cooperative Experience". The article examines the development of this process which, occurring in a co-operative network made up of a considerable number of large co-operatives, is expected to evolve in a different way to those occurring in small and medium-sized co-operatives. Furthermore, the implementation of the regeneration policies adopted in the process is analysed. It takes as a theoretical framework the theses of degeneration and regeneration as well as new perspectives emerging in the field of cooperative life-cycle theory. The study provides an intricate picture of the evolution and consequences of the regeneration process carried out by this network of cooperatives. On the one hand, the findings show the particularities of a regeneration process in a large organisation. On the other hand, a multitude of incongruities are discovered between the formal policies adopted after the process and the daily practice of the cooperatives.

Keywords: Mondragon, Regeneration, Decoupling, Large Organizations, Worker Cooperatives.

