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## The CRisis-OPportunity (CROP) framework: Finding Metavalue in Cooperatives' Suboptimal Decisions

**Abstract:** In crises, fear and uncertainty drive organizations while new business models are born out of necessity. Bound in cognitive resources, information scarcity, and time restrictions, business decisions for cooperatives are limited to three options: freeze, fight, or flight. An exploratory review of different streams of scholarly literature was conducted to suggest how cooperatives could react differently in extreme and unforeseen business conditions, both locally and globally. This conceptual paper explores the intersection of the Bounded Rationality (BR) theory with the Value-Based Selling (VBS) framework to offer a new value creation framework. The CRisis-OPportunity (CROP) framework is proposed for creating organizational value-in-use (metavalue) in suboptimal decisions. CROP focuses on providing metavalue and building trust through value co-creation to strengthen mutual benefits. Thus, organizational continuity calls for reshaping the short-term boundaries in customer-supplier relationships to concentrate on critical operations. Such an approach could ensure cooperative management continuity and build organizational resilience in the long term. The paper concludes by discussing managerial implications to utilizing the CROP framework for decision-making. Today, the need to differentiate is relevant and may signify the difference between surviving or going out of business. It might also make the difference between merely floating on the business scene or (re)emerging as a winner in redefined business reality. How will cooperatives cope with the current transformation in an environment of constant changes and socio-economic crises? Cooperatives should be searching for ways to improve the commercial part of their management practices to come out on top and compete in the new reality.

**Keywords:** Cooperatives, Bounded Rationality, Value-Based Selling Framework, Decision-Making, Crisis Response, Crisis Management, Crisis-Opportunity