





## Our Mission

CDS Consulting Co-op is dedicated to building and strengthening cooperative businesses by providing consulting, training and development services.

CDS Consulting is a network of independent professionals experienced in developing cooperatives. Our consultants have worked on over 500 projects and will tailor our services to fit your needs and provide solutions.

### Board Leadership Development

- CBLD—Cooperative Board Leadership Development
- Board training and facilitation
- Hire, evaluate and compensate your GM
- Policy Governance® and Accountability
- Member owner linkage

### Expansion and Relocation

- Expansion planning
- Financial pro forma
- Capitalization and member loans
- Business strategy
- Market, location and site analysis
- Trade area and market penetration analysis
- Project management
- Store planning and design
- Consumer research

### Improving Operational Performance

- Business planning, goal setting and monitoring
- Audit and strengthen operational systems
- CoCoFiSt workshops
- Margin enhancement
- Labor controls
- Merchandising
- Management training, coaching, and support
- Customer service training
- Employee surveys
- Human resource systems—assessment, planning and training
- Supervisory skills and training

## Support Cooperative Development continued from page 1

ment consultant Marilyn Scholl. She thinks this heightened interest is something to celebrate, as well as a call to action. It's natural that co-op leaders are called upon to protect the interest of its members, and the need to be prudent and appropriate with resources is paramount. However, to take advantage of a favorable time frame for more cooperative development, strategies focused on looking to expand cooperation to other sectors or communities that have a need, are prudent and necessary to growth. "If we believe we have a better business model, then wouldn't we want to expand it?" Scholl asked. "We shouldn't want to hoard or keep it to ourselves. We need to find ways to support those who want to put the cooperative model into action."

One cultural shift co-ops could make in expanding food co-op development is to communicate that what co-ops do matter, and that the ownership structure is one way communities could be better off. "Part of it is having a better story to tell, and then telling it better," Scholl said.

She thinks that creating a stronger atmosphere for co-op development starts with harnessing the power of our members. "We have been good at delivering on the food needs of our members. But if that's all we talk about, then that's all they'll think about. If we talk more about the co-op as a business model, and how it could solve other needs people have, it could inspire new ventures."

CE Pugh, national development director for the National Cooperative Grocers Association (NCGA), thinks that as more food co-op members are educated and engaged regarding greater possibilities in cooperation, sector leadership could more readily support greater food co-op development.

"The food co-ops of the 1970s were visionary, and took a lot of risks. Granted, the cost of entry into the marketplace was so much lower then. But it seems like we need to reclaim the visionary spirit of our founders. We don't want to fail to honor their legacy by not putting energy into it," Pugh said. Certainly the push to create more organizational support through Food Co-op500 and the NCGA's development co-op are big steps in the right direction. Yet infrastructural needs for the sector are still huge. "If we want to change the landscape, it's going to take more," he added.

Pugh knows people are concerned that by pooling development funds and activities, individual co-ops feel they are taking money out of their own communities and putting it toward riskier endeavors. But he and other leaders believe doing so brings tangible value. It is in everyone's best interest to increase the visibility and accessibility of cooperatives nationwide. "There's not a shortage of talent. There are people out there who would love to engage in this work, but will the system be able to subsidize the talent for those co-ops that need it?"

It will certainly take more commitment, capital and resources, yet Pugh points out that one low-cost, but

very effective way for manifesting co-op growth is to simply put a higher value on it in our food co-op's internal culture.

"One way to begin is to encourage our co-ops to take a more favorable view of development is to show people a string of successes, demonstrate what can be done and how we are learning better systems. It may take a few before people feel better about investing in cooperation, but we need to celebrate those successes."

*"We have been good at delivering on the food needs of our members. But if that's all we talk about, then that's all they'll think about. If we talk more about the co-op as a business model, and how it could solve other needs people have, it could inspire new ventures."*

MARILYN SCHOLL



## CASE STUDY

# Weaver's Way Supports Startup

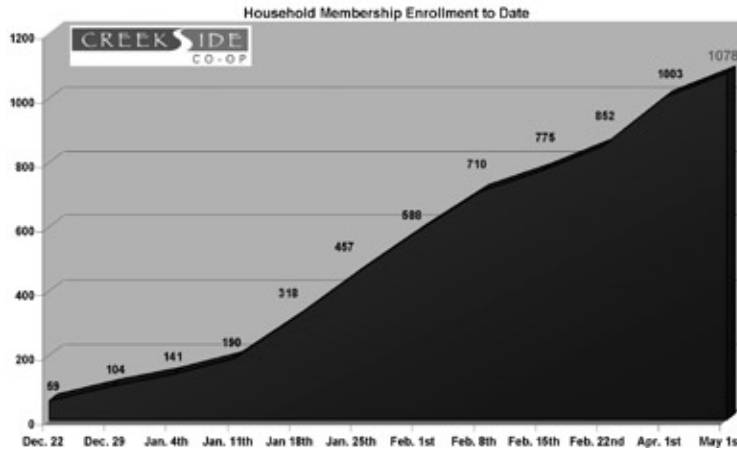
**G**lenn Bergman believes there's a pent-up opportunity to grow the market for natural food co-ops in the Philadelphia region of Pennsylvania. Bergman is the general manager at Weaver's Way and he hears from people all the time who would love to have a food co-op in their community. Weaver's Way is also quite active in seeking ways to expand their existing co-op locations.

When the invitation to expand Weaver's Way into the revitalization efforts of the Elkins Park neighborhood arose, the community wanted the co-op to take over the closing grocery store, but Weaver's Way was already planning for a development in another part of town.

Weaver's Way helped the community form a steering committee, and it was given ongoing assistance by John McGoran, Weaver's Way communication director, Bergman, and some Weaver's Way board members. Every meeting they held had huge attendance.

Weaver's Way continued its involvement as the group became the Creekside Co-op. Weaver's Way supported the startup by paying for its market study and doing mailings in the community. They connected Creekside members with expansion consultants and organizations, including Food Co-op500, CDS Consulting Co-op and the National Co-op Grocers Association (NCGA). They helped them find someone to buy the building and assisted with the lease, bylaws and co-op incorporation. They encouraged people to become members of Creekside, and continued to lend the talents of McGoran to the group. Creekside is on track to open January of 2010 in a 7,500 square foot store.

Not only has Weaver's Way demonstrated a strong commitment to Creekside, their continued support is remarkable given that they will soon be opening another store in the Chestnut Hill neighborhood. They'll be opening a 6,700 square foot store this summer. So why do they do it when they have their own development project? What can other cooperators take away from leading



### Weaver's Way

Philadelphia, PA  
 Founded: 1973  
 Number of members: 3,500  
 Retail square footage:  
 Two stores are 3,000 and 600, with another slated to open this summer at 6,700

### Creekside Co-op

Philadelphia, PA:  
 Founded: to open 2010  
 Number of members: 1,000  
 Retail square footage: 7,500

involvement in a local startup?

"We do it because Weaver's Way exists to provide services to members that strengthen the local economy and champions the co-op model," Bergman said. He believes in doing it because it's what co-ops are supposed to do. However, that doesn't mean it has always been easy for their co-op to participate at that level. It involved some significant time investment from key board members and staff who are already tapped out, especially given their own co-op's expansion plans.

Bergman recognized Weaver's Way contribution as important and necessary, but thinks there has to be a more sustainable approach for existing co-ops to support long term co-op development. "We're not doing enough as a sector to address the communities that have expressed interest in having a co-op. For every Creekside Co-op, there are five groups right behind them."

Bergman thinks that part of the solution is getting stakeholders like financial institutions and other vendors co-ops do business with to support the food co-ops activities in creating jobs, the local economy, and cooperation. "What Creekside is doing is very exciting, very professional, and bringing a good energy to the community. I know it will be successful," he said.

## Survive and Thrive in the Recession

A Webinar Series for Food Cooperatives

Sponsored by NCGA

Presented by CDS Consulting Co-op

Do you want to know how your co-op can not only survive, but thrive in the current economic climate? If so, this series of webinars, designed for general managers and management team members, will include presentation, questions and discussion; resource materials will be provided.

Thanks to generous support from NCGA, all participants from any food cooperative are invited to attend free of charge! Participate with your management teams! As many people who want to may attend. Pre-registration is required. Recordings are available for interested managers who miss a session.

### Questions?

Marilyn Scholl  
 CDS Consulting Co-op • 802-387-6013  
 MarilynScholl@cdsconsulting.coop

Paula Gilbertson,  
 NCGA • 866-709-COOP, ext 2104  
 paula.gilbertson@ncga.coop

### Managing in a recession— an overview

Wednesday, April 29  
 Walden Swanson and Marilyn Scholl

### Creating labor efficiencies

Wednesday, May 13  
 Mel Braverman

### Lowering staff cost (without layoffs)

Wednesday, May 27  
 Carolee Colter

### Lay-offs: if you have to do them, do them right

Tuesday, June 16  
 Carolee Colter

### Managing and maximizing cash

Tuesday, June 30  
 Walden Swanson and Mel Braverman

### Managing inventory to maximize cash and sales

Tuesday, July 21  
 Mel Braverman

# CDS Consultants

For more information about our consultants and services, please see [www.cdsconsulting.coop](http://www.cdsconsulting.coop)

## Tami Bauers

Member Loan and Capital Campaigns  
Staff Training  
Customer Service Training  
(612) 275-5089  
TamiBauers@cdsconsulting.coop

## Mel Braverman

Operational and  
Financial Improvement  
(608) 243-3255  
MelBraverman@cdsconsulting.coop

## Denise Chevalier

Project Management and  
New Co-op Development  
(319) 337-3452  
DeniseChevalier@cdsconsulting.coop

## Carolee Colter

Human Resources Training  
and Consulting  
(250) 505-5166  
CaroleeColter@cdsconsulting.coop

## Mary Courteau

Employee Surveys  
(651) 699-6836  
MaryCourteau@cdsconsulting.coop

## Peter C. Davis

Location and Site Analysis  
Expansion Strategy Study  
(360) 344-4104  
PeteDavis@cdsconsulting.coop

## Bill Gessner

Expansion Planning and  
Business Development  
(612) 823-4509  
BillGessner@cdsconsulting.coop

## Mark Goehring

Board Leadership Development  
(802) 380-3824  
MarkGoehring@cdsconsulting.coop

## Michael Healy

Board Trainer  
(802) 864-9724  
MichaelHealy@cdsconsulting.coop

## P.J. Hoffman

Store Planning and Design  
(763) 780-1058 ext. 62128  
PJHoffman@cdsconsulting.coop

## Thane Joyal

Board Trainer and Consultant  
(315) 380-4522  
ThaneJoyal@cdsconsulting.coop

## Marshall Kovitz

Board Leadership Development  
(505) 256-1241  
MarshallKovitz@cdsconsulting.coop

## Bentley Lein

Board Leadership Development  
(608) 784-0249  
BentleyLein@cdsconsulting.coop

## Holly O'Neil

Board Leadership Development  
(360) 303-3217  
HollyONeil@cdsconsulting.coop

## Marilyn Scholl

Board Leadership Development  
and Cooperative Development  
(802) 387-6013  
MarilynScholl@cdsconsulting.coop

## Debbie Suassuna

Location and Site Analysis  
Consumer Research  
(925) 833-8524  
DebbieSuassuna@cdsconsulting.coop

## Kate Sumberg

CoCoFiSt/CoCoFiSt Workshops  
(919) 968-8799  
KateSumberg@cdsconsulting.coop

## Walden Swanson

CoCoFiSt/CoCoFiSt Workshops  
(919) 968-8799  
WaldenSwanson@cdsconsulting.coop

## CDS Consulting Co-op



SOLUTIONS FOR COOPERATIVES

### For more information

Contact Marilyn Scholl  
**phone:** 802-387-6013  
**email:** info@cdsconsulting.coop

### Bookkeeping Office:

2110 Luann Lane, Madison, WI 53713  
bookkeeping@cdsconsulting.coop

CDS Consulting Co-op is the exclusive agent of its Members. All the Co-op's actions and business are specifically and only undertaken on behalf of its Members, who in each case are the principal party with whom the client contracts for services.