Measuring success in co-operatives

Methods of ascertaining success	Performance-related (direct)		Person-related (indirect)	
1. Areas of application	Operational goals		Quasi or non-operational goals	
2. Goal achievement component	Objectively ascertainable goals		Goal achievement subjectively perceived by members	
	Direct indicators	Indirect indicators	Direct indicators (opinions, motives)	Indirect indicators (actions, reactions)
3. Procedure	Expression of goal achievement as a percentage	Expression of goal achievement in terms of non-cardinal measures: yes/no high/low more/less	Ascertainment of state of satisfaction and behaviour	
			Questioning members	Observing members
4. Examples of success indicators	• Profit • Sales • Costs • Market share • Productivity	• Preservation of the co-operative and its assets • Competiveness • Adaptability of the co-operative	• Satisfaction • Agreement • Attitude • Desirability	• Use of co-operative • Willingness to participate • Readiness to contradict

Source: Blumbe, E. B. 'Methods of Measuring Success and Effect in a Co-operative' in Dulfer, E. and W. Hamm (eds). *Co-operatives: In the Clash Between Member Participation, Organisational Development and Bureaucratic Tendencies.* London: Quiller Press, 1985.

Creative Commons 3.0 Licence