



Centre for the Study of Co-operatives

▲ Seminar Series 2002/03

Mondragon

From Humble Beginnings to Industrial Giant: Can They Remain True to Their Roots?

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From its origins forty years ago as an employee-owned co-operative manufacturing oil stoves and paraffin heaters, Mondragon has grown into the leading industrial group in the Basque region of Spain and ranks seventh overall in the country, with a total workforce of sixty thousand people. The main focus of the Association of the Mondragon Co-operatives is the creation of owner-employee jobs to expand opportunities for people to participate in the economy. Statistics show the 150 employee-owned co-operatives to be twice as profitable as the average corporation in Spain, with employee productivity surpassing any other Spanish organization. During the nineties, business turnover underwent a spectacular increase, due mainly to the co-operative's vigorous efforts towards internationalization. Today, twenty-three industrial plants are located outside of Spain, and the co-operative has initiated a number of acquisitions, most recently in the United States.

This presentation will examine the transferability of the Mondragon model to other settings. Can it remain true to its co-operative form as it continues to expand outside of the Basque region?

▲ **Place: Diefenbaker Canada Centre, Theatre Room**
Date: Thursday, 12 December 2002
Time: 3:00–4:30 PM



