



**Exploring the co-operative economy  
Report 2014**

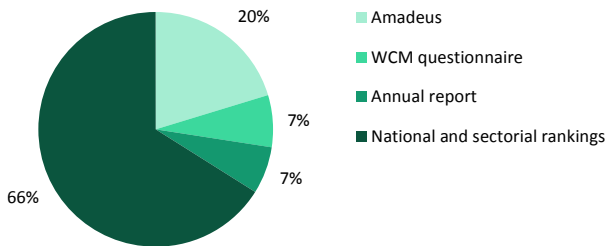
Quebec City, October 2014. The International Co-operative Alliance (the Alliance) - with the scientific and technical support of the European Research Institute on Cooperative and Social Enterprises (Euricse) - launches the 2014 report of its global statistical project: **The World Co-operative Monitor**.

This third edition of the Report, analyzing data from 2012, highlights the impact of the co-operative sector across the globe. We see evidence of a sector in constant growth, able to withstand the global financial crisis, positively influencing the economic and social wellbeing of people around the world.

The Report studies co-operatives worldwide from **65 countries, highlighting the global nature of the co-operative movement**. The top 300 of these co-operatives are ranked based on turnover as well as the ratio of turnover to gross domestic product (GDP) per capita, relating the turnover of the co-operative to the purchasing power of the country in which it operates in a comparable way. Additional analysis in the report includes an overall description of the 2014 database as well as sectorial rankings based on turnover as well as the ratio of turnover to GDP per capita.



*Co-operatives in 2014 World Co-operative Monitor database by country*



*Co-operatives by data source*

The database contains data collected through an online questionnaire addressed directly to co-operative and mutual organizations. That data is also integrated with existing databases and other data collected by national associations, research institutes, sectorial organizations and others.

For the purposes of the World Co-operative Monitor, organisations have been classified as follows:

Co-operative type	Definition
Co-operative	An autonomous association composed mainly of persons united

	voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly owned and democratically controlled enterprise which acts according to internationally agreed upon values and principles as outlined by the International Co-operative Alliance. Members usually receive limited compensation, if any, on capital subscribed as a condition of membership.
Mutual	A private co-operative type organisation providing insurance or other welfare-related services. Consider also micro-insurance and mutuals with both voluntary and compulsory membership.
Co-operative of co-operatives/mutuals	Co-operatives composed mainly of co-operatives/mutuals that carry out an economic activity for the production of goods or the provision of services of common interest for their members. It periodically publishes its own financial statements.
Co-operative group	A co-operative group is: 1) is composed of organisations that operate as a single economic entity, 2) regularly publishes a consolidated financial statement, 3) includes mainly co-operatives, 4) acts according to co-operative principles and values, and 5) is controlled by co-operatives.
Co-operative network	A co-operative network is: 1) composed of organisations that operate as a single economic entity, 2) does not publish a consolidated financial statement, 3) includes mainly co-operatives, 4) acts according co-operative principles and values, and 5) is controlled by co-operatives.
Non-co-operative enterprise	A non-co-operative enterprise in which co-operatives have a controlling interest.

**Key findings from the 2014 World Co-operative Monitor:**



	\$ billion USD (turnover in 2012)
Total turnover in 2012	2,623.1
Turnover excluding banking	1,301.7
Total net banking income	165.0
Total insurance co-ops and mutuals premium income	1,156.5

Fig. 2 Co-operatives by sector

Overall, data was collected from **65 cooperatives** with a **total turnover in 2012 of USD 2,623.1 billion**. The co-operatives are distributed among eight sectors, Agriculture and Insurance being the two largest with a turnover of 27% each, Wholesale and retail trade at 21%, and Industry and utilities at 8%.



In the database this year we have added **16 co-operatives from Asia** that were not represented in the previous year: Congo, Costa Rica, Czech Republic, Dominican Republic, Estonia, Iran, Iceland, Israel, Kenya, Lithuania, Latvia, Morocco, Myanmar, Mongolia, Nepal, Pakistan, Paraguay, Russian Federation, and Slovakia.

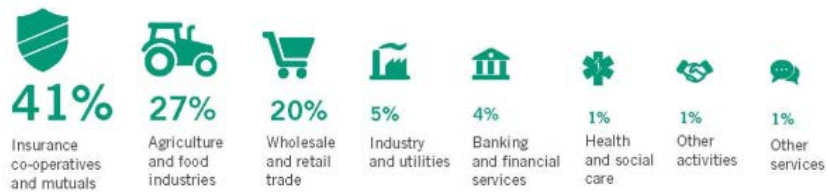
on **1,926 countries** with a **total turnover of 2,623.1 billion USD** distributed among eight sectors, Food Industries being the largest. Co-operatives over 100 million overall database.

note an **increase in Africa** and **Asia** countries in the

### Top 300 co-operative and mutual organisations by turnover:

26 countries

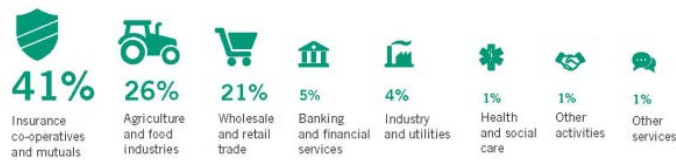
Total turnover in 2012: 2205.7 Billion USD



RANKING 2012	RANKING 2011	ORGANISATION	COUNTRY	TURNOVER 2012 (BILLION USD)	SECTOR OF ACTIVITY	SOURCE	INDICATOR
1	1	ZENKYOREN	Japan	77.61	Insurance	WCM questionnaire	P
2	3	NIPPON LIFE	Japan	64.62	Insurance	ICMIF	P
3	6	MEIJI YASUDA LIFE	Japan	62.41	Insurance	ICMIF	P
4	4	STATE FARM GROUP	USA	58.28	Insurance	ICMIF	P
5	7	ACDLEC - E.LECLERC	France	57.66	Wholesale and retail	CoopFR	T
6	2	ZEN-NOH (NATIONAL FEDERATION OF AGRICULTURAL CO-OPERATIVES)	Japan	56.85	Agriculture and food	Euricse	T
7	5	REWE GROUP	Germany	54.84	Wholesale and retail	Euricse	T
8	12	NH NONHYUP (FORMERLY NACF)	South Korea	50.71	Agriculture and food	WCM questionnaire	T
9	8	KAISER PERMANENTE	USA	50.60	Insurance	ICMIF	P
10	13	EDEKA ZENTRALE	Germany	41.83	Wholesale and retail	Euricse	T

The composition of the top 10 co-operatives in the top 300 ranking by turnover shows slight variations with respect to the previous year, with Zenkyoren confirming its position at number one. In terms of total turnover, the three editions of the World Co-operative Monitor report (based on data from 2010, 2011, and 2012) evidence an **11.6% increase in total turnover of the top 300 co-operatives studied from 2010 to 2012.**

### Top 300 co-operative and mutual organisations by turnover/GDP per capita



RANKING 2012	RANKING 2011	ORGANISATION	COUNTRY	TURNOVER/GDP PER CAPITA 2012	SECTOR	SOURCE	INDICATOR
1	1	INDIAN FARMERS FERTILISER COOPERATIVE LIMITED (IFFCO)	India	3,096,402.45	Agriculture and food	WCM questionnaire	T
2	3	NH NONGHYUP (FORMERLY NACF)	South Korea	2,244,694.95	Agriculture and food	WCM questionnaire	T
3	2	ZENKYOREN	Japan	1,660,822.04	Insurance	WCM questionnaire	P
4	8	ACDLEC - E.LECLERC	France	1,450,755.42	Wholesale and retail	CoopFR	T
5	5	NIPPON LIFE	Japan	1,382,907.91	Insurance	ICMIF	P
6	9	MEIJI YASUDA LIFE	Japan	1,335,442.57	Insurance	ICMIF	P
7	7	REWE GROUP	Germany	1,287,326.15	Wholesale and retail	Euricse	T
8	4	ZEN-NOH (NATIONAL FEDERATION OF AGRICULTURAL CO-OPERATIVES)	Japan	1,216,528.28	Agriculture and food	Euricse	T
9	6	STATE FARM	USA	1,126,293.97	Insurance	ICMIF	P
10	10	GROUPE CRÉDIT AGRICOLE	France	1,029,140.00	Banking and financial services	CoopFR	B
11	16	EDEKA ZENTRALE	Germany	981,942.14	Wholesale and retail	Euricse	T
12	12	MAPFRE	Spain	980,620.39	Insurance	ICMIF	P

The ranking by turnover to Gross Domestic Product (GDP) per capita highlights the relevance of co-operatives in their country. **In this ranking there are more Asian co-operatives in the top 10 with respect to the top 10 by turnover, with Indian Farmers Fertiliser Cooperative Limited (IFFCO) occupying the top position.**

The 2014 World Co-operative Monitor report was produced by a team of researchers at Euricse with the scientific support of a committee of international experts and scientists and made possible with the support of our organizational partners: Fundación Espriu, U.S. Overseas Cooperative Development Council (OCDC) and OCB System.

The benefits of the yearly World Co-operative Monitor include the opportunities to:

- Raise the profile of co-operatives within their own industries and countries, as well as internationally;
- Demonstrate the economic and social importance of co-operatives and mutuals to government and regulatory agencies;
- Model good practices and highlight successful co-operative business models and innovative approaches; and
- Create networks between co-operatives and mutuals for greater sharing of information, business intelligence, and business opportunities.

The World Co-operative Monitor can serve as a useful tool to researchers and practitioners around the world. As stated by Johnston Birchall, Professor of Social Policy, Stirling University (UK):

In the autumn of 2013, Co-operatives UK asked me to write a report on the governance of large co-operative businesses. Because of the governance failure in the UK's largest consumer co-operative, Co-operative Group, critics were saying that large co-operatives in general might be ungovernable, and we needed to know if the crisis was just confined to the Group. Without the World Co-operative Monitor I would have had nowhere to start! I would have just done a few case studies of familiar organisations, with perhaps predictable conclusions. Instead I was able to select a more scientific sample of the top 60 co-operatives (the top 10 listed in each of six industry sectors) and do a much more satisfactory study. It showed that there is no wider crisis, and that the Group's problems stem from its peculiar history and unique governance structure. I want to encourage researchers to use the Monitor. It is not perfect, but by using it we can spot mistakes and suggest improvements. **It provides us with a much more objective starting point for our research than we would otherwise have. It is a valuable resource – use it or lose it!**

The success of the project cannot, however, ignore the contribution of co-operatives, who can actively participate in the project by completing the questionnaire at [www.monitor.coop/quest](http://www.monitor.coop/quest).

The World Co-operative Monitor report is available at: [www.monitor.coop](http://www.monitor.coop)