

Stronger Co-op, Stronger Communities – Transcript of Steve's introduction video

Recorded live at federation house on 25 January 2018

Steve Murrells, Co-op CEO

Hopefully you'll get a real sense for what we're taking on, why we're really excited, how important your role in all this is.

And there are two words that actually will typify and symbolise this next phase. And those are these two words: One Co-op. One Co-op with one culture, with one balanced scorecard.

And we'll underpin that with our values, that you're aware of; our Ways of Being Co-op, in other words the way we behave and the way we are with each other; and the development program to keep on investing in your skills and making you better at the jobs that you do.

With your help we'll move the business from a business that's being fixed to a business that's growing and actually a business that's building. We'll change from a 'doing culture' to a 'performing culture.' We will get things right more often and we will be more agile and our time is absolutely now.

The plan in truth is made up of magic and logic. 70% of the plan is a good old-fashioned business plan. The magic will be the community plan because it will connect up this virtuous circle of reciprocity: the more good we do the more you will use us. And it will connect it up because we will share more and more of the value that we create in local economies. And by doing that we'll come back to our purpose that we set out a few years back: Championing a better way of doing business for you and your community.

This plan therefore comes down to seven goals that will enable us to be stronger as a Co-op and strengthening and stronger communities. It will allow us to talk about our difference. It will allow us to move into new markets where we think the brand will resonate and people need us.

Every decision that you're taking, you're taking and you are spending members' money. If we can aspire to do greatness but we can recognise that we need to be as efficient and agile as we can, then we'll spend members' money in the right way.

And that's the real difference of our plan and One Co-op and strengthening Co-op and strengthening communities which will hold us in good stead not just for the next five years but we all want to be around here for years after that.

And I think it's our chance - it's our moment now - to really connect again to be something: a modern version of the Pioneers. Something that's distinct, something that's different.

And our time... and the country is screaming out for us but we must do this commercially sensibly well and we must always make sure that we're getting the biggest bang for buck for our members.

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