



Sectoral strategic planning of the cooperatives in Paraná, Brazil – A participatory and collaborative methodology

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Organization of Cooperatives of Paraná (SISTEMA OCEPAR)

Founded in 1971, OCEPAR represents and defends the interests of cooperatives in the state of Paraná.

It advocates for labor and economic interests in collective relations between cooperatives in Paraná and their employees.

It conducts data monitoring, professional training, and social promotion for cooperatives in the state.

OCEPAR also provides support and sponsorship for the study.





Cooperatives



62



AGROPECUÁRIO
(AGRICULTURAL)

36



SAÚDE
(HEALTH)

54



CRÉDITO
(CREDIT/FINANCIAL)

19



INFRAESTRUTURA
(INFRASTRUCTURE)

7



CONSUMO
(CONSUMPTION)

15



TRABALHO, PRODUÇÃO
DE BENS E SERVIÇOS
(WORKERS,
PRODUCTION
OF GOODS AND
SERVICES)

32



TRANSPORTE
(TRANSPORTATION)

Cooperatives in Paraná



225

cooperatives



\$ 37.8 billion

revenues



3.6 million

members



150k

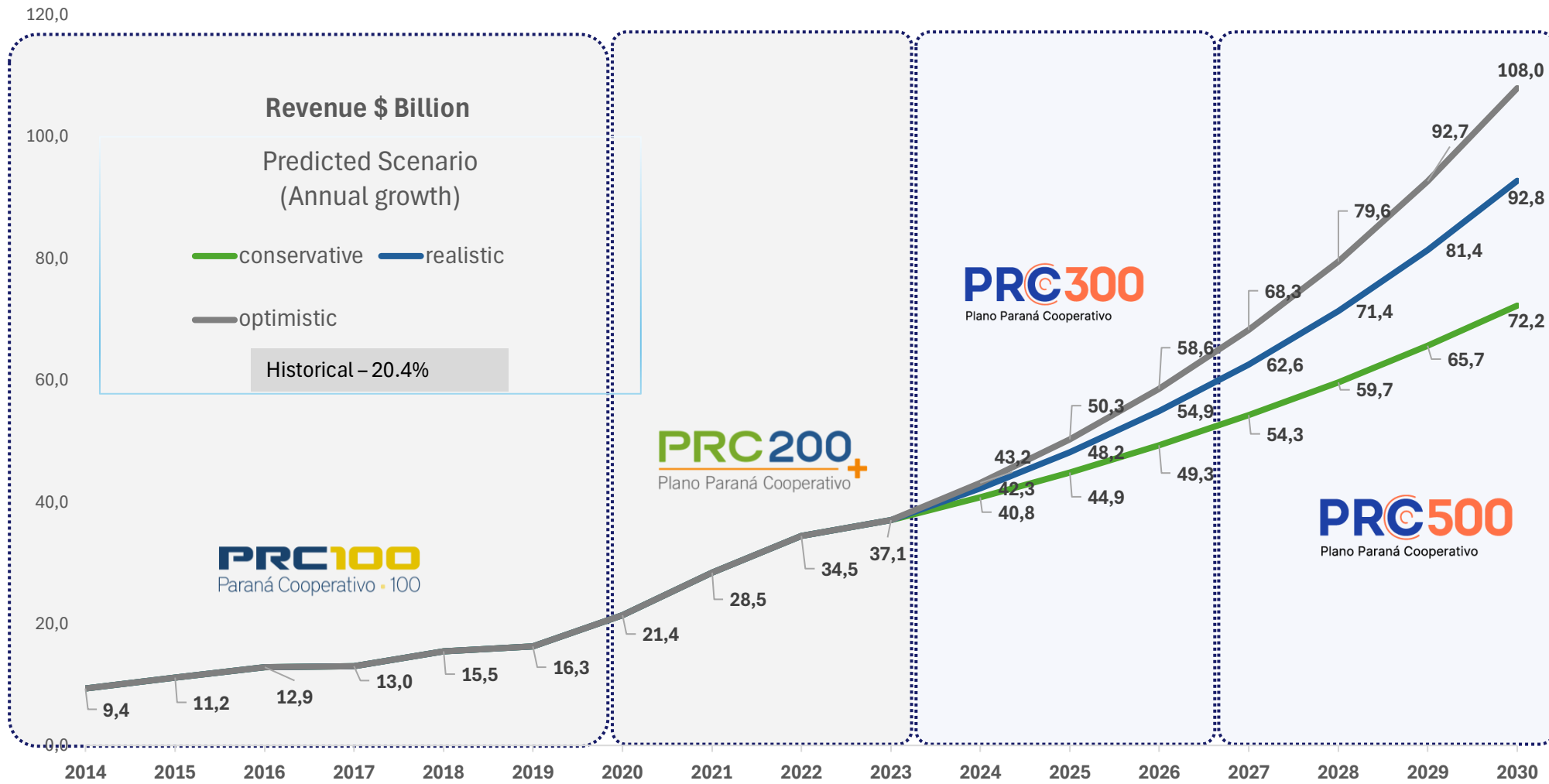
employees



\$ 1.6 billion

net income

Scenario





Objective

The objective of the study was to discuss the contribution of cooperatives to the development of sectoral strategic planning through a participatory and collaborative method.

This plan aims to provide general guidelines for sustainable growth over the coming years for 225 cooperatives located in the State of Paraná.



Methodological Approach

1- *Diagnostic*

- Analysis of the current situation
- Learning from past actions
- Scenarios
 - Cooperative landscape in Brazil (Paraná)
- Trends analysis
 - Economic, social, and technological trends

Plano Paraná Cooperativo

Developing a new

Jun
1

Pres
Foru





Methodological Approach

2 – Needs assessment

- 4 events (meetings) in different cities to collect needs, challenges
- 32 online interviews to understand business acumen with managers (around 120 cooperatives represented)
- 8 extra meetings with important stakeholders
 - Government, banks, partners, specialists, private companies, etc



Methodological Approach

3 – Data Analysis

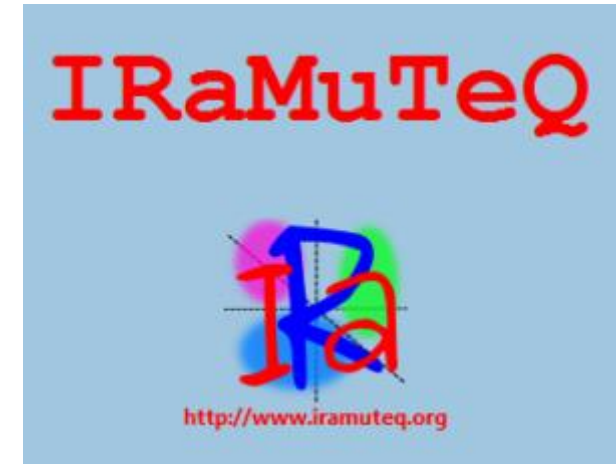
Audio Recording



Audio Transcription



Statistic Analysis - Text Mining



Scatter plot

2 main groups: (p<0.001)

Group 1:

Purple: Professionalization

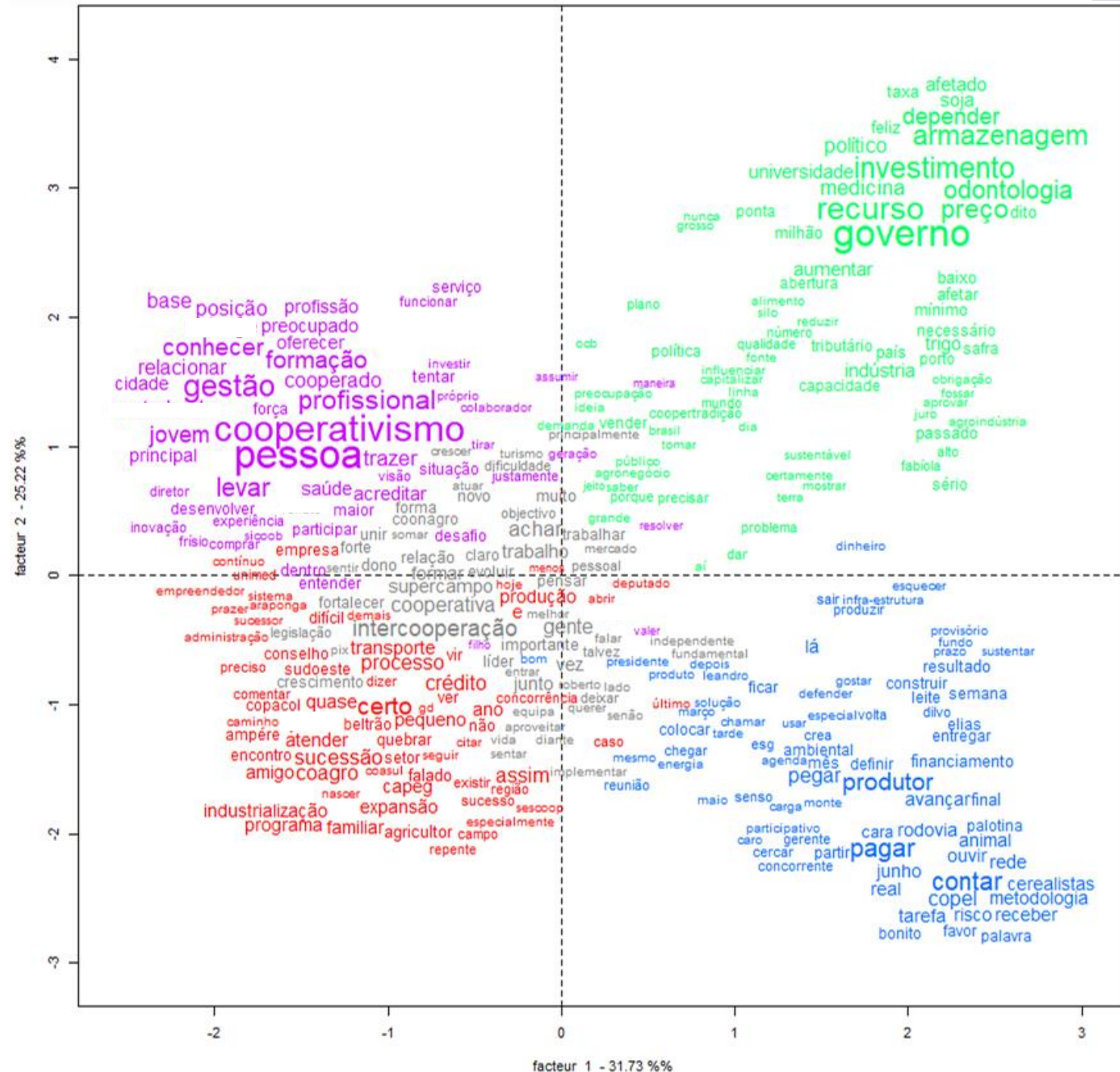
Gray: Intercooperation

Red: Succession / Family Business;

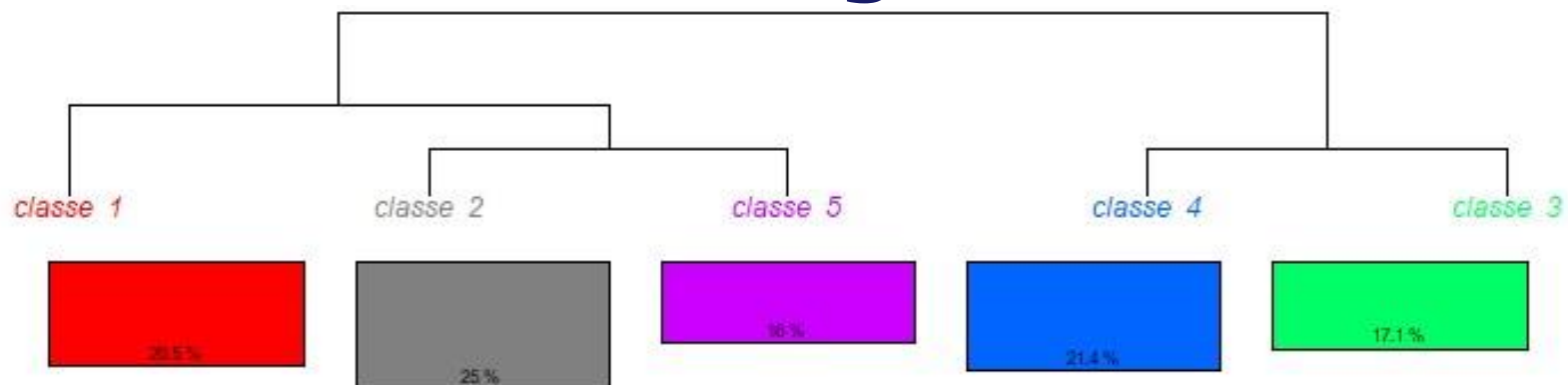
Group 2:

Green: Institutional Representation

Blue: Risks / Operational Demands



Dendrogram



certo
 sucessão
 coagro
 crédito
 assim

 processo

 transporte
 atender
 quase

 produção
 ano
 industrialização
 amirã

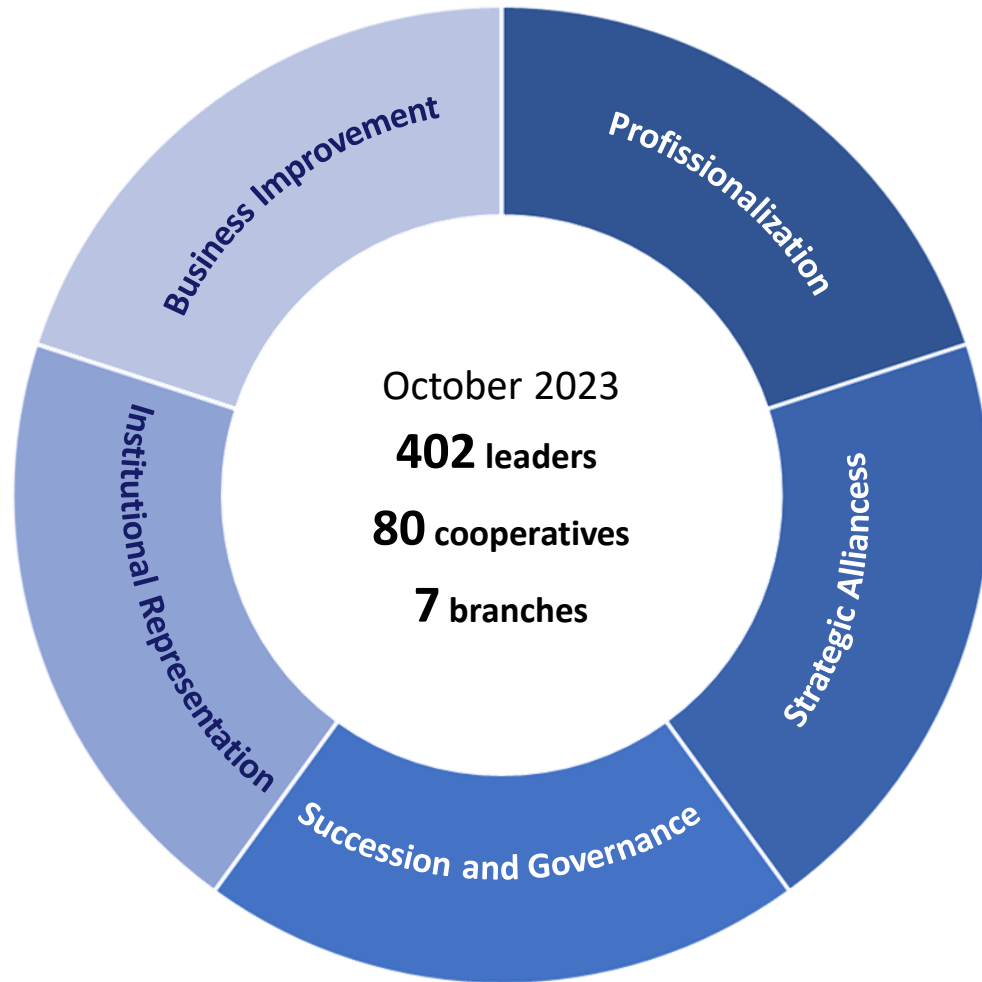
intercooperar
 achar
 gente
 cooperativa
 trabalho
 supercampo
 vez
 junto
 formar
 muito
 unir
 relação
 importante
 novo
 ricken
 dono

pessoa
 cooperativismo
 gestão
 profissional
 levar
 formação
 conhecer
 jovem
 trazer
 cooperado
 solange
 relacionar
 posição
 castrolanda
 base
 saúde
 acreditar

pagar
 contar
 produtor
 copel
 pegar
 rede
 avançar
 lá
 ouvir
 risco
 animal
 metodologia
 junho
 tarefa
 rodovia
 receber

governo
 recurso
 investimento
 armazenagem
 preço
 odontologia
 depender
 medicina
 político
 indústria
 soja
 armazém
 logístico
 afetado
 trigo
 universidade
 aumentar

Main subjects



PROFISSIONALIZATION

- People development
- Cooperative management
- Retaining talent

STRATEGIC ALLIANCES

- Intercooperation among cooperatives
- Cost-cutting

SUCCESSION AND GOVERNANCE

- Promoting cooperative values
- Next generation development

INSTITUTIONAL REPRESENTATION

- Political representation
- Protection of cooperative interests
- Development of public policies

BUSINESS IMPROVEMENT

- Improving market
- Environmental and health issues
- New sources of financing



Methodological Approach

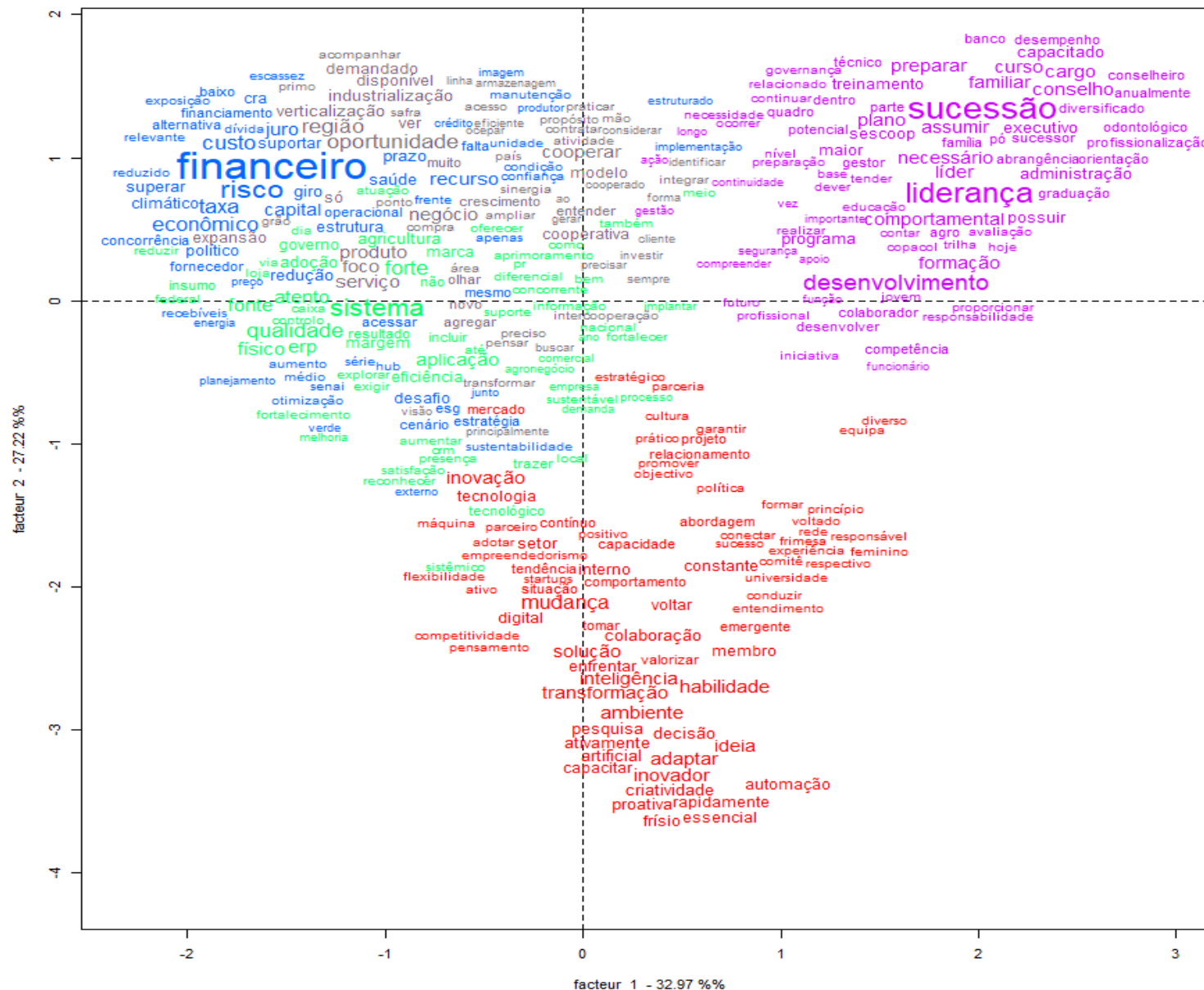
4 – Strategic matters definition

- 4 online meetings with 41 managers of the main cooperatives
- At that time, we seek to define strategic matters
- A survey has been sent to 41 managers



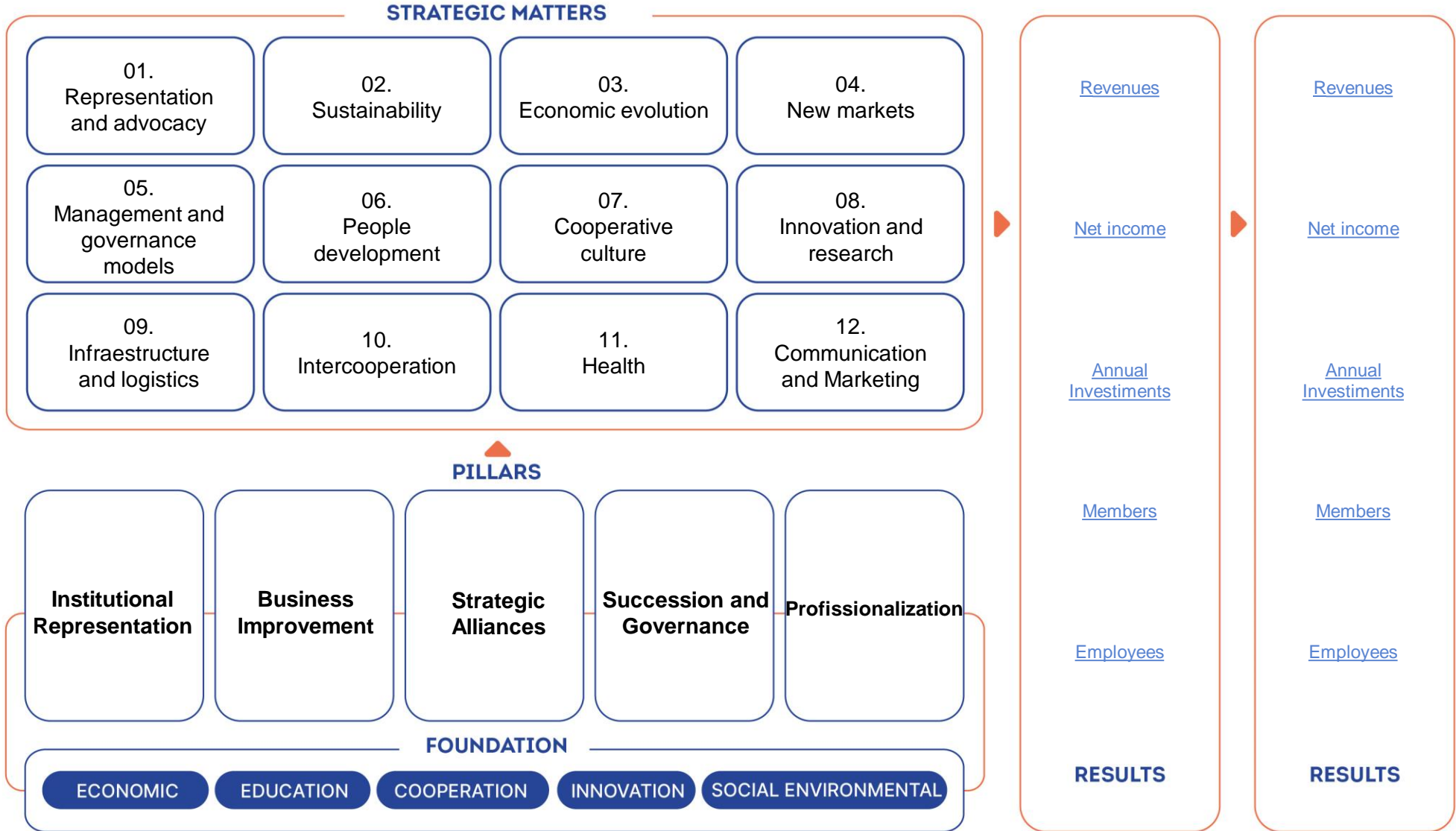
Strategic matters identification

Scatter plot



Fonte: GTE/OCEPAR, 2024.

PRC | PLANO PARANÁ COOPERATIVO



**OBJECTIVE:
 SUSTAINABLE
 DEVELOPMENT
 COOPERATIVISM IN
 PARANÁ**



Methodological Approach

5 – Definition of projects

- 152 projects have been proposed by managers
- 28 projects have been selected by the internal technicians of Sistema Ocepar

28 PROJECTS

01. Representation and advocacy

Project 1: Tax management

Project 2: Political Education

Project 3: Political Intelligence

02. Sustainability

Project 04: ESG+COOP

Project 05: Certification

03. Economic evolution

Project 06: Financing Alternatives

04. New markets

Project 07: Market intelligence

05. Management and governance models

Project 08: Leadership

Project 09: Executive education

Project 10: Self management

Project 11: Management tools

06. People development

Project 12: Profile of future professionals

Project 13: Emprega + Coop

Project 14: Knowledge management

Project 15: Workplace safety culture

07. Cooperative culture

Project 16: Cooperative identity

Project 17: Succession in the businesses of the cooperative members

08. Innovation and Research

Project 18: Innovation in the cooperatives

Project 19: Innovation Research Center

09. Infrastructure and logistics

Project 20: Infrastructure and logistics modernization

Project 21: Storage

Project 22: Rural conectivity

Project 23: Energy Management

10. Intercooperation

Project 24: Agri industrialization

Project 25: International Market

Project 26: Cooperative alliances

11. Health

Project 27: Agricultural health

12. Communication and Marketing

Project 28: Communicate to cooperate

Results |

1. OCEPAR's methodology effectively utilizes information provided by cooperatives to develop sectoral strategic planning
2. The methodology to achieve this consists of five main parts: (1) Diagnosis of the current scenario; (2) Meetings, interviews, and surveys to gather needs, goals, pitfalls, and business acumen; (3) Data analysis; (4) Defining strategic matters; and (5) Defining projects, expected results, and monitoring indicators (upcoming).

Discussion |

1. The objective of this methodology is to allow the participation of all the most important cooperative stakeholders
2. The planning development process more accurately represents reality when a diverse range of actors participate.
3. The objective of this methodology is to facilitate the participation of all key cooperative stakeholders
4. Our study highlights the importance of a participatory approach to developing sectoral strategic planning

Contribution and implications |

1. This study aimed to develop a formalized, participatory, and collaborative methodological approach to support sector-specific strategic planning for 226 cooperatives in Paraná State, Brazil.
2. This plan will be implemented over the next seven years (2024-2030). OCEPAR, the organization responsible for conducting and supervising actions arising from sectoral strategic planning, will oversee this process.
3. We hope that various companies can adopt this methodological approach to enhance their results.

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THANK YOU

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