

# MACC VOICE

January 2015 Newsletter



Mid America Cooperative Council

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## How Cooperatives Are Performing In the Digital World

An international review of how the co-op sector performs in the digital world, published by Co-operative News, in association with French researcher Olivier Frey, looks at how digital technology has changed business over the past decade, and what it means for cooperatives.



Digital technologies are changing the lives of consumers. Social Media provides them with a new voice. Mobile devices and online platforms alter what people expect from businesses. “Big Data” is giving organizations the opportunity to understand and fully engage with their stakeholders – whether these are members or customers.

In light of this, it is important to ask how co-ops around the world use digital tools. The study conducted a survey of 89 co-ops, talked to another 12 in depth and analyzed the performance of the world’s 300 largest co-ops.

### Social Media Impact

The cooperatives interviewed emphasized that social media is not a one-stop solution. The digital revolution is developing so quickly that it is essential for businesses to stay on top of developments and trends. In a fast-moving world, it is easy to get left behind. **Social media can help co-ops build their brand. Interviewees indicated that it enabled them to go beyond corporate messages and communicate specific and everyday activities directly to customers, members and the wider public.**

“Social media is a brand-building tool, a communications channel and an important part of our engagement strategy for customers,” says Fiona Nixon, communications manager at Australia’s Bankmecu. “We see it as a natural evolution – our customers are on social media and their expectations about being able to interact with the companies whose products and services they buy are also rising, so we need to go where they are and provide those channels of communication.”

Cooperatives, particularly those with a membership that includes employees or suppliers, also use social media as a means of getting closer to members. In smaller co-ops, social media tools enable members to talk and collaborate more regularly. In larger co-ops, where direct engagement is often limited, social media offers a new opportunity.

To gain a better understanding of the online presence of cooperatives on social media, the study undertook a detailed analysis of the 300 biggest cooperatives and mutuals, using the World Cooperative Monitor.

Across those cooperatives, 96% have a website, while 31% do not have a social media account. The majority of the cooperatives are either on Facebook (58%) or Twitter (54%). Only 32% are on YouTube, while 43% have a LinkedIn account. Those companies in the Fortune 500 list have a stronger presence on social media, with 97% on LinkedIn, 83% on Twitter and 80% on Facebook.

### Digital Innovations

For retail cooperatives, the biggest opportunity is the huge rise in consumers searching and shopping online.

While the development of mobile platforms may be most obvious for the banking and retail sectors, it is impacting agricultural cooperatives too, enabling farmers to connect with one another and their co-op, and run their businesses more efficiently.

Agricultural co-ops are engaging with members via mobile technology in different ways, from simple operations such as checking weather forecasts and the price of grain, to managing data about livestock, plots and finance on the farm. Some have also developed their own mobile apps to support the work of their farm advisors, although poor internet and 3G connectivity in rural areas hampers the use of mobile. While the larger cooperatives interviewed have been adapting to mobile, the wider survey indicated that mobile is less of a consideration. Only 44% of respondents used digital channels of any kind to provide their customers and members with services online.

### Digital Governance

A crucial ingredient of member democracy in a cooperative is an informed membership that can be in regular communication with the executive and governing bodies. Many co-ops have identified social media as a means of communicating with members.

Whether it’s engaging with customers and members, running daily operations or governing the co-op, **digital tools will play a vital – and increasingly important – role in the future of cooperatives.** (*excerpts from article by Co-operative News, November 5, 2014*)



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## MACC Member OCLC Acquires Sustainable Collection Services

DUBLIN, Ohio, January 13, 2015 - OCLC has acquired Sustainable Collection Services (SCS), the industry leader in helping libraries manage their print collections.

Libraries everywhere are changing. Library collections are moving from print to digital, and spaces once used to house books are now dedicated to collaboration and research. Librarians need to decide what materials to keep, what can be shared among groups of libraries and what can be recycled.

OCLC maintains WorldCat, the largest aggregation of library data in the world, as well as the world's largest library resource sharing network. SCS is the leader in analyzing print collection data to help libraries manage and share their materials. SCS services leverage WorldCat data and analytics to show individual libraries and library consortia which titles should be kept locally, which can be discarded, and which are the best candidates for shared collections.

"OCLC and SCS have worked as strategic partners to help libraries manage print materials since 2011," said Skip Prichard, OCLC President and CEO. "By bringing together the innovative services of SCS, the power of WorldCat and the thought leadership of OCLC Research, we can move quickly to build services to address this critical need for libraries."

"Our partnership with OCLC has been vital to SCS since our first day of operation," said Rick Lugg, Executive Director, SCS. "We rely on WorldCat to provide libraries the holdings data that is critical to intelligent collection management decisions. As part of OCLC, we will expand and extend our analytics capabilities, develop new products, and serve more libraries than we could ever reach on our own."

OCLC Research has been at the center of the evolution of library collections. Recent studies and reports on the subject include Right-scaling Stewardship (2014) and Understanding the Collective Collection (2013).

"Interest in shared print management among OCLC member libraries reflects a growing awareness that long-term preservation of the published record can be organized as a collective effort," said Constance Malpas, OCLC Research Scientist. "Working together, OCLC and SCS can significantly accelerate our efforts in collection management and shared print projects."

All four SCS staff members will join OCLC as employees. The team will participate in the ALA Midwinter Meeting in Chicago, January 30–February 2 at Booth #1916, adjacent to the OCLC Booth #1818. Staff there will be available to provide more information.

**Founded in 1967, OCLC is a nonprofit, membership, computer library service and research organization dedicated to the public purposes of furthering access to the world's information and reducing library costs.** More than 74,000 libraries in 170 countries have used OCLC services to locate, acquire, catalog, lend, preserve and manage library materials. Researchers, students, faculty, scholars, professional librarians and other information seekers use OCLC services to obtain bibliographic, abstract and full-text information when and where they need it. OCLC and its member libraries cooperatively produce and maintain WorldCat, the world's largest online database for discovery of library resources. Search WorldCat.org on the Web. For more information, visit the OCLC website at: <http://www.oclc.org/en-US/home.html>

## Begin with the End in Mind: Malicious Insiders



While the FBI claims hackers were behind the Sony Pictures breach, **other experts suggest the attack was from a more sinister source: a malicious insider.** A malicious insider intentionally takes confidential internal information from a business

for their own purposes. They can be current and former employees, contractors, business partners, or anyone with access to the organization's confidential personal or corporate information. So, it's critical for organizations to enter into employment and contractual relationships with the end in mind. From the very beginning, organizations need to treat those with access to company confidential or personal information similarly to airport security. Okay, not to the extent of x-ray invasion of privacy tactics, but in the way that airport security handles all people at the beginning of their travels as a potential threat. Organizations must treat all employees and contractors as a potential threat at the beginning of the relationship to protect its business and information. How?

### Limited Access

In airports, a person cannot wander wherever they like, access to certain areas and information is limited. Using technology and physical locks, an organization can do the same. Access controls should be put in place so people can only go where they are allowed, and get to information that they are permitted by their job requirements to access. No one person, including those in IT, should have access to everything. Even where system administrators need elevated privileges, those activities should require secondary approval and be monitored and logged.

### Policy and Enforcement

People know what to expect at the airport: They must comply with airport screening or face the consequences. A company policy can convey a similar message – that unauthorized access to or copying of information is strictly prohibited. The policy should explain that when employees and contractors fail to comply, they could face termination of their employment or contractual relationship and personal lawsuits depending on how the information was misused.

### Layered Approach to Security

Airport security doesn't rely on an identification card check, or baggage screening for security. Airport security has a layered approach that involves screenings, random secondary checks, watch lists of known terrorists, physical pat-downs, locked doors, etc.

### Conclusion

Malicious insiders do not wear signs saying "information thief." Organizations must set up governance programs that allow employees to perform their work while securing its information as an asset. If Sony had done this, perhaps Brad Pitt's phone number wouldn't be circulating on the internet.

*(excerpts from "Begin with the End in Mind: Malicious Insiders" Lisa Berry Tayman, IDT911 Consulting, 480-458-7916, lbtayman@idt911consulting.com)*