

**“If you want to be incrementally better: Be competitive.
If you want to be exponentially better: Be co-operative.”**

Unknown

CASE #1

Soleil Yoga Studio

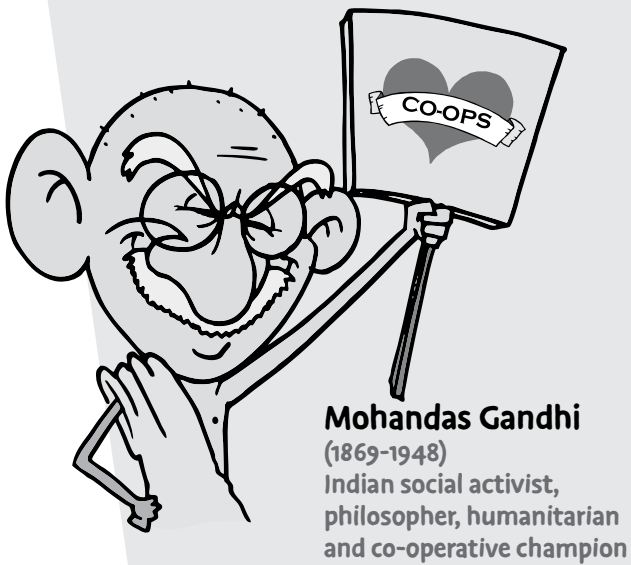
This yoga studio in downtown Milford was opened only a year ago by two brothers. They each had (and still have) other jobs in the health field, but they thought there was a need for a yoga studio in the downtown core. They were right! Some nights, the classes are packed – which is great. They’ve found that Mondays, Wednesdays and Fridays from 7:30 pm to 10 pm and Saturday mornings from 9 am to 11 am are when almost all of their students attend classes.

However, outside of these times, the studio is pretty much empty. This is obviously a problem, as the cost of renting this downtown space is quite expensive, and they need more revenue. Only thing is, they can’t fit any more people into their busy classes, and no matter what they do for promotion, they can’t seem to get people out to classes on their slow nights. On top of this, due to their other jobs, the brothers don’t have the time or energy to handle all of the administrative work (registrations, etc.) and promotion – which is almost a full-time job itself. However, at this point, they can’t afford to hire a full-time staff to take care of these areas.

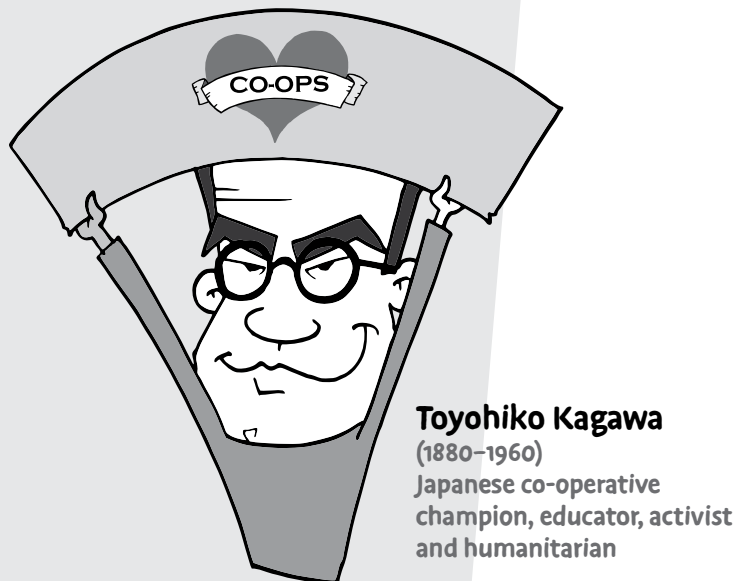
CASE #2

Impress Art Studio

For the past 20 years, Caroline and Hannah have run the Impress Art studio in downtown Milford. They rent the small studio, where they share the duties of classes on weeknights and during the day on Saturday and Sunday (the studio sits empty during the day). Hannah has now decided to retire; however, Caroline wants to keep the studio running. Actually, not only does she want to, she needs to. This is her only source of income, and she can’t afford to retire yet. The problem is that Caroline doesn’t have the time or energy to teach all of the classes. She figures that the most she can do is keep teaching her classes on Tuesday and Thursday nights from 8 pm to 10 pm and all day Saturday and Sunday. This is obviously a problem, however, as the cost of renting the studio is expensive – too expensive for it to be sitting empty and not bringing in money for most days of the week. There is also another problem. For the past 10 years, Caroline and Hannah have had their close friend, Sasha, work as their secretary. However, now with half the income leaving, there’s no way Caroline would be able to pay someone to do the administrative work (a job Caroline doesn’t know how to do!). Sasha needs the work, and Caroline is terribly upset with the thought of having to fire her longtime friend.



Mohandas Gandhi
(1869–1948)
Indian social activist,
philosopher, humanitarian
and co-operative champion



Toyohiko Kagawa
(1880–1960)
Japanese co-operative
champion, educator, activist
and humanitarian

CASE #3

The New Parent's Place

Last year, four young parents decided to start their own group in the town of Milford. The four of them had found that meeting every day at one of their houses provided a great support system for each other – they would socialize and share tips on being new parents. They wanted to open up this wonderful environment to other young parents in town. And so, they formed The New Parent's Place as a drop-in centre in one of their homes. It ran Monday to Friday from 8 am to 12 pm. It was a fantastic idea, and word spread fast. So fast, in fact, that in a matter of weeks the group ran into a problem. So many young parents wanted to participate, that the little house wasn't big enough to accommodate everyone. This was a not-for-profit group that didn't have the funds to rent a bigger space. Also, as they became more sophisticated, they began doing some administrative work, such as applying for government grants, etc. – but they soon recognized that they would need to find somebody to do this work for them, as they were all too busy. They decided that this idea was too beneficial to not have it grow and be accessible to all who wanted to join. But how could a non-profit group find the money needed to rent a space and hire a secretary – especially when they really only operated for four hours a day?

CASE #4

Tarah's Tutoring Service

Last year, Tarah – a Grade 12 student in the small town of Milford – came up with a plan to help save for college: she decided to start her own math and science tutoring service. Little did she know that within only six months, her new business would grow to the point where she realized that she would soon have to start turning interested clients down. She just didn't have the time to accommodate all the requests! This really frustrated her, because although she was only one person and could only do so much, she saw the potential for her business to keep growing. She would tutor Monday to Friday from 3 pm to 6:30 pm, and some Saturdays and Sundays. The problem was, she could only tutor one student at a time, and so the number of clients she could take on was limited. Or did it have to be, she wondered? How could she take on more clients while sticking to the same tutoring hours (as she still needed to complete her own work)? Did she have to tutor only in other people's homes? Her house was too busy and noisy to bring her clients to her place. How could she make this work and have her business reach its greatest potential?