




## Essential Elements: Building Blocks For Scale

 <b>SKILLS &amp; CAPACITY</b>	<ul style="list-style-type: none"> <li>• Management skills and expertise</li> <li>• Core job skills and governance skills</li> <li>• Growth-oriented entrepreneurial leadership</li> </ul>
<b>FINANCING</b> 	<ul style="list-style-type: none"> <li>• Availability/experience of loan capital</li> <li>• Availability/experience of investment capital (equity)</li> <li>• Availability/experience of grant funding</li> </ul>
 <b>TECHNICAL ASSISTANCE</b>	<ul style="list-style-type: none"> <li>• Supply, quality and affordability of professional service providers</li> </ul>
<b>COOPERATIVE DEVELOPERS</b> 	<ul style="list-style-type: none"> <li>• Co-op developers—experience, business acumen, scale orientation</li> <li>• Co-op networks/associations</li> </ul>

## Important Elements: Accelerate Growth

 <b>BUSINESS SUPPORTS</b>	<ul style="list-style-type: none"> <li>• Business advisory services, incubators, industry peer networks</li> <li>• Quality, accessibility of public workforce, economic development programs</li> </ul>
<b>CONNECTION TO MARKET</b> 	<ul style="list-style-type: none"> <li>• Anchor institutions and key clients</li> <li>• Supply chain possibilities and connections</li> <li>• Key industries for cooperative development</li> <li>• Local government contracting &amp; community benefit agreements</li> </ul>
 <b>POLICY</b>	<ul style="list-style-type: none"> <li>• Tax/business barriers/incentives</li> <li>• Government funding or support</li> <li>• Pro-cooperative laws/regulations</li> </ul>
<b>ADVOCACY PARTNERSHIPS</b> 	<ul style="list-style-type: none"> <li>• Government officials advocating for co-ops</li> <li>• Shared issues, partnerships with social movements</li> <li>• Advocacy by worker-owners, co-op movement, partners</li> </ul>

## Environmental Elements: Legitimize And Popularize

 <b>VALUES-DRIVEN BUSINESSES</b>	<ul style="list-style-type: none"> <li>• Strength, embeddedness, and reach of worker co-op sector</li> <li>• Other co-ops, B Corps, ESOPs, social enterprises</li> </ul>
<b>ATTITUDES &amp; CULTURE</b> 	<ul style="list-style-type: none"> <li>• Desire/momentum for change</li> <li>• Cooperative awareness</li> </ul>
 <b>COOPERATIVE EDUCATION</b>	<ul style="list-style-type: none"> <li>• Institutional education programs</li> <li>• Integration of co-ops into SBDCs and entrepreneurship education</li> </ul>