

Appendix - Advice to Segredo

Based on the researchers' learning about Segredo several strategies are suggested. To efficiently utilize the limited time and resources in case of implementation, the strategies are labelled based on its catalytic, urgent, and symbolic attributes (labelled through the researchers' subjective judgment).

Catalytic If the implementation of a strategy can facilitate the implementation of other strategies, then it is "catalytic" and hence may need to be implemented earlier than other strategies.

Urgent If a strategy needs to be implemented as soon as possible, then it is "urgent."

Symbolic If the implementation of a strategy can easily let people know they are making progress, then it is "symbolic" (L. Philbrook, personal communication, March 2015).

A strategy may have more than one attributes, and in this case that strategy has a higher priority. Due to the limited time and scope of the project, the researchers were not able to collaboratively develop these strategies with Segredo, and as a result some might not be feasible. Nevertheless, these attributes can still be used to help members in Segredo to prioritize their strategies. Next to these attributes the strategies are also grouped on time-horizons of short, mid and long term (up to 6 months, 6 months to three years, and three years and longer)

Short-term (upcoming six months)

- Increase cooperative awareness (urgent, catalytic): The action items supporting this strategy include introducing the systems map to all the members of Segredo, asking them for feedbacks and revisions on the systems map, having discussion on what to do next and taking the strategies suggested by the researchers as reference.
- Raise the local awareness and the relative attractiveness of Segredo (urgent): Several actions could help to implement this strategy, such as developing a marketing plan and engaging members in promotion. Another implicit action could be encouraging members to spend more time within the cooperative in order to make locals more familiar with Segredo and alleviate staff's workload, allowing them to have more time for promotion.
- Facilitate the sharing of production cost (catalytic): this can be done through establishing a collaboration platform, in which members can easily post what they need and what they can offer to the other members; and through creating a list of Segredo's equipment that can be lent to the members so that they know what is possible to borrow from the cooperative.
- Create regular occasion for communication and make Segredo look more formal (symbolic): the cooperative could release regular reports or newsletters to let the members know the progress of Segredo and to increase their sense of participation. In addition, the cooperative could hold regular gatherings for members to interact with each other in order to strengthen their relationships. Furthermore, to secure engagement on voluntary basis, it may be nice to provide some incentive to encourage the members to attend the meetings, such as taking part of the income of the cooperative to provide free food in the gathering.

Mid-term (six months to three years)

- Put effort in recruiting more members (urgent): the systems map from the perspective of individuals can be used as a tool to explain how the cooperative could contribute to the business of potential members in order to recruit more people.
- Make Segredo able to operate autonomously and decrease its dependence on the manager (catalytic): actions that might be needed to support this strategy include offering training in management to the members and helping them to understand that the sustainable prosperity of the cooperative depends on their participation in managing Segredo.
- Create a mechanism for constructive conflict resolution (catalytic): the purpose of this strategy is to respond constructively to potential conflicts when there are more and more members in the future.

Long-term (three years and longer)

- Deepen members' understanding of "degrowth" and Segredo's influence on the local economy (symbolic, catalytic): after members' economic necessity is met, it is important to deepen their understanding of long-term impact of the cooperative on the community, as the indefinite growth of Segredo might contradict the core values of cooperativism and degrowth. Hence, it would be important

to improve members' systems understanding so as to facilitate them to make conscious choices for their future development.