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“The Mondragon Co-operatives Going Global”

The Mondragon Co-operatives saw a basic change in its structure in the nineties, when the Co-op's adopted a corporate structure, the MCC. Today the MCC has expanded with operations in many countries and has evolved into group capitalism. Yet, at the same time the corporate structure meant, that employment based on non-owners have increased drastically. Of approximately 84.000 employees in the MCC half of the employees do not co-own the corporation. In the basque region of Spain, some 80% of the employees in the cooperatives co-own the local companies, while in Spain and abroad co-wnership its the opposite. Empirical studies back in the seventies and eighties before the cooperatives went global and corporate showed an impressive trend, e.g. productivity was higher then in comparative industrial branches in the rest of Spain. Today, this picture seems changed, because comparisons of value added per employee data in the MCC with GDP and GNP data per employed in Euzkadi and in the rest of Spain suggests that the MCC does not fare well. Could it be, that the corporate structure and the international operations have worsened the performance of the MCC?