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Seid Mohammed^{1*}, Aschalew Deguma², Gashaw Moges³

¹Department of Textile and Apparel Merchandizing, Ethiopian Institute of Textile and Fashion Technology, P. O. Box 1037, Bahir Dar University, Bahir Dar, Ethiopia

²Department of Marketing Management, College of Business and Economics, Bahir Dar University, P. O. Box 79, Bahir Dar, Ethiopia

³Department of Marketing Management, College of Business and Economics, Bahir Dar University,

*Corresponding Author: Seid Mohammed Yassin. (Email: seidmoh71@gmail.com)

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Resilient Fashion Cooperative Marketing in Promoting Sustainable Development Goals from Global Perspectives: A Review

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Seid Mohammed^{1*}, Aschalew Deguma², Gashaw Moges³

¹Department of Textile and Apparel Merchandizing, Ethiopian Institute of Textile and Fashion Technology, P. O. Box 1037, Bahir Dar University, Bahir Dar, Ethiopia

²Department of Marketing Management, College of Business and Economics, Bahir Dar University, P. O. Box 79, Bahir Dar, Ethiopia

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*Corresponding Author: Seid Mohammed Yassin. (Email: seidmoh71@gmail.com)

ABSTRACT

This review examines the role of fashion cooperatives in achieving the SDGs, with a focus on sustainability, economic empowerment, cultural preservation, social inclusion, and community development. The fashion industry is one of the largest contributors to global waste and pollution, and is known for exploitative practices and labor violations. Drawing on both published and unpublished sources, the review synthesizes systematic, technical, economic, social, and environmental data from various secondary materials and organizational reports. This study presents both empirical evidence and theoretical insights to demonstrate that fashion cooperatives marketing a collaborative effort among businesses, non-profits, governments, and communities are an effective tool for promoting sustainable practices and addressing societal and environmental challenges. By analyzing relevant theories and empirical data, the review highlights cooperative marketing's potential as a strategic approach to drive sustainable development and significantly contribute to the SDGs. It examines key concepts, principles, and mechanisms through which cooperative marketing can enhance SDG attainment. Cooperative enterprises, inherently sustainable and participatory, address critical global issues such as poverty, equality, employment, gender, climate change, peace, and quality education. These cooperatives operate as social and environmental enterprises, fostering democratic knowledge, social inclusion, and resilience against economic, social, environmental, and financial crises. Drawing from a variety of secondary sources, including journals, peer-reviewed articles, books, theses, and conference proceedings, the review positions cooperative marketing as a valuable strategy for achieving the SDGs and creating a sustainable, inclusive future. It provides insights for managers, practitioners, policymakers, and researchers, emphasizing the importance of cooperative marketing initiatives in advancing sustainable development. Additionally, the study calls for further research to address challenges related to social progress and GDP per capita, which remain critical priorities for leaders in government, business, and society. Overall, this review establishes fashion cooperative marketing as a powerful mechanism for achieving the SDGs and promoting a sustainable, inclusive future. These fashion cooperatives provide a platform for designers and artisans to collaborate and share resources, knowledge, and skills. Additionally, they promote ethical practices and contribute to the achievement of the United Nations' Sustainable Development Goals (SDGs) by 2030.

KEYWORDS: Competition, Cooperative Principle, Ethiopia, Fashion cooperatives, Fashion Industry, SD

1. INTRODUCTION

Cooperation among people has existed since history has been recorded, and many scholars

believe that cooperation is as old as human civilization. The people of Ethiopia have got a very long social history of working together to fulfill their socio-economic needs. Many social

events are still taking place in rural Ethiopia through collective effort. These informal

associations continue to operate in Ethiopia (Sebhatu et al., 2020).

Cooperative movements help a nation progress socially, economically, culturally, environmentally, and politically. It is acknowledged as a significant player in both domestic and foreign affairs. Cooperatives prioritize the needs of their members rather than the needs of the capital; they do not accelerate or prolong capital concentration, and they disperse money more fairly. (Kumar, 2020). Cooperatives have a significant role in achieving the twelve Sustainable Development Goals put forth by the High-Level Panel of Eminent. (Nations, 2015).

The Fashion Cooperative is a team of creative leaders working together to provide cutting edge expertise in product design, fashion design, branding and marketing. Fashion cooperatives play an essential role in promoting sustainable fashion practices. By adopting eco-friendly materials and ethical production processes, they reduce the environmental impact of fashion production. This contributes to the Sustainable Development Goals (SDGs) 12 (Responsible Consumption and Production) and 13 (Climate Action).

What is a cooperative model? The international co – operative alliance defines a cooperative, or co-op, as “an autonomous association of persons

united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically controlled enterprise.” In other words, cooperatives are created by people who have a specific need and who are willing to work together to operate and organize a company that will meet that need. The cooperative membership is often comprised of small-scale producers in the same product group or a community with common needs i.e. access to capital or healthcare. Cooperative members are the primary stakeholders in the cooperative, reaping benefits of income, employment, or services, as well as investing in the cooperative with their own resources of time, money, products, labor, etc.(Brouder, 2010).

2. METHODOLOGY

This review paper used both published and unpublished documents from secondary sources including research studies, scientific journals, peer-reviewed articles, books, theses or dissertations, and websites to address its objective. This article is prepared on the basis of information collected from various secondary sources of national and international organizations reports and research articles of the area. The results obtained from the secondary data sources are adapted, organized and analyzed. Even though, Ethiopia given emphases to fashion & apparel manufacturing and the sector industry development a decade ago, the sector industry still not yet significantly contributing to economic development of the country. In spite of a great potential of the country for the sector industry development, is not as fast as expected. The review approach also applied using searches in Google, and Google Scholar. The literature was performed using key words like “Livestock Population & Marketing”, “Competition and cooperation Principle”, fashion product & Industry),”, “ Domestic & Export Fashion Marketing”, “ Opportunity and Challenges assessment”, “ Global fashion & Cooperative Marketing Product industry”, “indicators” and “ International Cooperative Principles (ICP)”, a conscious, joint, and iterative decision to consider an article as relevant. The approach focuses on some key studies to summarize a particular issue and present the description of the findings from the studies reviewed. It is “largely based on a knowledgeable selection of current, high quality articles on the topic of interest”

3. LITERATURE REVIEW

3.1. Theoretical Review

The theoretical literature review is a systematic examination of the existing research on a particular topic to guide one's arguments in academic studies. Cooperative marketing, a collaborative marketing employed by member-owned businesses (cooperatives), presents a unique approach to achieving these goals. This review examines the theoretical underpinnings of cooperative marketing in relation to livestock marketing and explores its potential contribution to utilize the resources. **Theoretically;** cooperative marketing is grounded in principles of

collaboration, mutual benefit, and shared responsibility. By working together towards common goals, organizations can maximize their impact and create more sustainable outcomes for both the environment and society. Cooperative marketing strategies such as co-branding, joint promotions, and shared distribution channels can help organizations achieve economies of scale, reduce costs, and reach new markets more efficiently (Lee, 2024).

The Triple Bottom line Theory: John Elkington wrote "Cannibals with Forks: The Triple Bottom Line of 21st Century Business," which contains the Triple Bottom Line theory (TBL). TBL can be viewed as a CSR framework that takes into account the three performance factors of economic, social, and environmental. John Elkington elaborated that the three dimensions of TBL must produce benefits that are long-lasting. The TBL concept's fundamental goal is sustainability. To accomplish ongoing earnings and long-term social and environmental projects, businesses must use TBL. The TBL sustainability framework has been used by numerous businesses and charity institutions to carry out CSR (Tjahjadi et al., 2021). According to (Gazzola 2020), sustainable development is an organizing principle that aims to meet human development goals while also enabling natural systems to provide necessary natural resource and ecosystem services to humans. The desired result is a society where living conditions and resources meet human needs without undermining the planetary integrity and stability of the natural system. The triple bottom line (TBL), which refers to sustainability, as having three dimensions social, economic, and environmental, is a popular term sustainable growth. The triple bottom line (TBL) theory emphasizes the need for businesses to consider their social, environmental, and economic impacts, while the Dominant Social Paradigm (DSP) views social and ecological issues as constraints to economic growth, several academics assert that achieving social, environmental and economic progress can be realized simultaneously via the "triple bottom line" approach (Anwar and El-Bassiouny 2020).

Cooperative Advantage Theory and Resource Mobilization: One key theoretical lens is **cooperative advantage theory**. This theory emphasizes the benefits of collaboration in marketing for organizations (Chen et al., 2012).

Cooperatives can pool resources like expertise, finances, and distribution networks, allowing them to create impactful marketing campaigns that promote sustainable practices and products to a wider audience. This collaborative approach overcomes limitations faced by individual small-scale producers, particularly in developing countries. Ethical considerations permeate the discourse on marketing ethics, corporate social responsibility, and stakeholder engagement. Scholars have interrogated the ethical dimensions of marketing decisions, from the sourcing of raw materials and supply chain management to the portrayal of brands and the communication of corporate values.

Cooperative marketing aligns with this theory by promoting collaborations that integrate sustainability principles into marketing efforts, contributing to sustainable development (Ovharhe, Chukwuemeka et al. 2023). Nowadays, for a firm to survive and thrive in the competitive business environment, it has to relentlessly pursue sustainability excellence in addition to the traditional motive of providing value to customers via the production of quality goods and services (Henao & Sarache, 2023). (Ruiz-Benitez, López, & Real) state that, the integration of environmental and social aspects with economic considerations, known as the triple-bottom-line (TBL) has gained relevance for managerial decision-making. In an overly competitive market, shareholders push for economic results, practices are the leading managerial methods to handle manufacturing process (Iranmanesh, Zailani, Hyun, Ali, & Kim, 2019). Cooperative marketing recognizes the importance of engaging and satisfying various stakeholders, creating shared value, and addressing their concern. By pooling resources and knowledge, cooperative marketing enables organizations to overcome resource constraints and implement sustainable practices, in line with the resource dependence theory (Lei, Yu et al. 2024). The social exchange theory suggests that organizations engage in mutually beneficial relationships (Lei, Yu et al. 2024). By engaging stakeholders and understanding their needs and concerns, businesses can build stronger relationships, enhance their reputation, and create shared value. According to different studies related to theory of stakeholder (Bridoux and Stoelhorst, 2022, Kortetmäki et al. 2023, McGahan, 2023), there are some ways in which marketing can engage

stakeholders and promote stakeholder theory:. Through cooperative marketing, companies exchange resources, expertise, and marketing efforts to promote and generate positive outcomes for all involved parties.

3.2. EMPIRICAL REVIEW

Empirical evidence suggests that cooperative marketing can lead to positive outcomes for development. For instance, a study (*Coggins et al., 2022*), found that cooperative marketing efforts among smallholder farmers in developing countries resulted in increased access to markets, higher profits, and improved livelihoods. Similarly, a study by (*Odunaiya et al., 2024*) demonstrated that cooperative marketing activities in the renewable energy sector led to the adoption of cleaner technologies and reduced carbon emissions. (Smith et al., 2022) aimed to investigate the role of cooperative marketing in promoting the growth and sustainability of SMEs, which contribute significantly to economic development and poverty alleviation. A Study by (Brown & Nguyen, 2019) aimed to assess the effectiveness of cooperative marketing in promoting sustainable agricultural practices and enhancing food security. The review identified that cooperative marketing encouraged the adoption of sustainable agricultural practices, contributing to poverty reduction and (responsible consumption and production). Additionally, cooperative marketing facilitated better access to markets and resources for smallholder farmers, thus positively impacting food security and rural livelihoods. The limitation of the systematic review is it relied on published literature, which may not capture the full scope of cooperative marketing initiatives in the agriculture sector. (Gupta & Sharma, 2020) also explored how cooperative marketing can contribute to women's empowerment and gender equality.

The cooperative model is based on several key principles, which are outlined by the ICA. These principles include voluntary and open membership, democratic member control, member economic participation, autonomy and independence, education, training and information, cooperation among cooperatives, and concern for community (CLUSA, 2023a). All cooperatives subscribe to a set of values and principles that support the social and people-focused nature of their activities (Scanlan 2021).

Cooperatives are a powerful economic and social force, present in most countries of the world and in most sectors of the economy. According to (Reau, 2012), a cooperative is a unique business structure in that the major focus of the business is to serve the needs of the people who use it. In addition to, the cooperative principles create guidelines for co-ops to follow and allow co-ops to put their values into action (Ncbacusa, 2020). These are, therefore, the DNA or the identity (uniqueness) of cooperative throughout the world. According to (Survival, 2023), Cooperative practices such as community outreach, environmental sustainability, and ethical business practices are all integral to this focus. According to (Union, 2023), cooperative values are a set of ethical and moral principles that guide the behavior and decision-making of cooperative members. These values are the foundation of the cooperative movement, and they are essential for ensuring its success. In this case, the cooperative values that are necessary for implementing and applying the principles of cooperation. According to (Co-op, 2022), the first cooperative value is self-help and emphasizes the importance of members working together to meet their own needs. By working together, members can achieve more than they could on their own. Self-help is the foundation of cooperation. According to, (Union, 2023), the second cooperative value is self-responsibility and emphasizes the importance of members taking responsibility for their own actions and decisions. Members must be accountable for their own behavior and must take responsibility for the success or failure of the cooperative. The third cooperative value is democracy and emphasizes the importance of members having an equal say in the decision-making process. Members must have the opportunity to participate in the decision-making process and to have their voices heard (Union, 2023). The fourth cooperative value is equality and emphasizes the importance of treating all members equally. Members must be treated with respect and dignity, regardless of their background or status (Union, 2023).

Principle #1: Voluntary and Open Membership: According to (Rajguru, 2022), the first principle of the cooperative model is voluntary and open membership. This means that cooperatives are open to anyone who wants to join, regardless of their background or financial status. Members join because they see the value in

the cooperative and want to be a part of it. The voluntary nature of membership also means that members can leave if they choose to. This ensures that the cooperative is composed of individuals who are committed to the organization and its goals. In addition to member control, these principles also stress voluntary and open membership no discrimination and concern for community. Cooperatives must aid not only their members but the broader society (Schneider, 2020). The central shared value of cooperative is humanity and as a result, many of the researcher said to be cooperative is social and environmental enterprise and that is why focused of this research due to the very relevance and significance of cooperative in promoting SDGs.

Principle #2: Democratic Member Control:

According to (ICA, 2023a), the second principle of the cooperative model is democratic member control. This means that members have an equal say in the decisions made by the organization, regardless of their financial stake. Each member has one vote, which ensures that decisions are made in the best interest of the membership as a whole, rather than a select few. Democratic member control also means that members are elected to leadership positions within the organization. This ensures that the organization is led by individuals who are committed to the cooperative's values and goals (SBBC, 2023).

Principle #3: Member Economic Participation:

The third principle of the cooperative model is member economic participation. This means that members contribute financially to the cooperative and share in the profits. Members may also be required to contribute their time and labor to the organization (CLUSA, 2023a). (ICA, 2023a) claimed, Member economic participation ensures that the members are invested in the success of the cooperative. It also means that profits are shared more equitably among the membership, rather than going to a select few individuals.

Principle #4: Autonomy and Independence:

According to (Association, 2023), the fourth principle of the cooperative model is autonomy and independence. This means that cooperatives are self-governing and operate independently of outside interests. This ensures that the organization is able to make decisions that are in the best interest of its members, rather than being influenced by outside forces. Autonomy and independence also means that cooperatives are

able to respond to the needs of their members more effectively. They can adapt to changing circumstances and make decisions more quickly than traditional organizations.

Principle Education, Training, and Information:

The fifth principle of the cooperative model is education, training, and information. This means that cooperatives prioritize the education and training of their members, as well as providing them with information about the organization and its operations (Association, 2023). Education, training, and information ensure that members are able to make informed decisions about the organization and its operations. It also means that members are better equipped to participate in the decision-making process and contribute effectively to the success of the cooperative (ILO, 2020). One study estimated that a 12 percent reduction in global poverty could be achieved merely by ensuring that all children in low-income countries leave school with basic reading skills – this is the equivalent of lifting 171 million people out of poverty. The OECD projected that lower- and middle-income countries could enjoy a 28 percent higher GDP per year over the next 80 years by achieving basic education and basic skill levels for all youth by 2030 (Winthrop and Matsui, 2013). Others study by (de Andrade et al., 2015), education for women boosts agricultural productivity; and in Sub-Saharan Africa if all women attained a primary education, agricultural yields could increase by 25 percent.

Principle #6: Cooperation among Cooperatives:

The sixth principle of the cooperative model is cooperation among cooperatives. This means that cooperatives work together to achieve common goals and share resources. This ensures that cooperatives are able to leverage their collective strength to achieve outcomes that would be difficult or impossible for individual organizations (ICA, 2023a). Cooperation among cooperatives also means that cooperatives are able to share best practices and learn from one another. This ensures that each organization is able to improve and grow over time (Association, 2023). According to (Chaves-Avila and Gallego-Bono 2020), cooperatives have established several collaboration within the cooperative movement by putting this idea into practice. "Cooperation among cooperatives" is the

sixth of the seven cooperative principles (Chaves-Avila and Gallego-Bono 2020).

Principle #7: Concern for Community: Concern for community, the seventh cooperative principle, motivates cooperatives to work for the long-term growth of their communities through member-approved initiatives. According to, (ILO, 2020), the seventh principle of the cooperative model is concern for community. This means that cooperatives are committed to improving the communities in which they operate. They prioritize the needs and interests of their members, but also seek to contribute to the greater good. Concern for community also means that cooperatives are committed to operating in an environmentally sustainable way. They seek to minimize their impact on the environment and contribute to the overall health and well-being of the communities in which they operate (ICA, 2023a). Therefore, the overall principles and values of cooperative business model is a powerful steppingstone/tool for reducing inequalities, mitigating climate change and promoting quality education Cooperatives play a number of roles in the sustainable management of natural resources, including preventing resource depletion. By defining their property and user rights, managing natural resources, and diversifying their economic activities to include green economic endeavors, cooperatives have paved the way for local people to develop answers to environmental change. For instance, forestry cooperative in Indonesia encourage the responsible use of tropical hardwood and have been certified by the Forest Stewardship Council (FSC) for the global furniture industry. This has allowed them to break the monopoly of wood purchasers and support themselves sustainably (stories.coop, 2013). Sustainable agricultural cooperatives diversify their activities to include water management, tourism, production of quality regional foods and organic farming.

4. RESULTS AND DISCUSSION

The fashion industry, one of the largest industries in the world, is a complicated phenomenon, driven by aspirations of symbolic lifestyle and the creativity of architecture and design. It pushes the use of natural resources to its limits by mass production and a low-cost structure that motivates consumerism at large. The CSR approach taken

by managers within the fashion industry is focused on sustainability, business models, and/or supply chain innovation, with commitments undertaken concerning the economy, environment, and/or society, wherein the production of eco-friendly products and workers' safety are emphasized. Actions that tie CSR and sustainability with companies' actions are presented in a micro-meso-macro framework, where brand equity, culture, supply chain management, activism, and human rights are evident. The Mondragón Cooperative Corporation is a federation of Worker cooperatives, based in the town of Mondragon, in the southern Basque country. Today, it is the largest worker cooperative in the world with nearly 80,000 worker-owners throughout a hundred or so individual cooperatives (Lee et al., 2021).

Globalization of the economy has changed how companies or industries compete for consumers' attention by differentiating their products and services. On the contrary, in the fashion industry, one of the largest industries in the world, and the fourth-largest in Europe after housing, food, and transport, standardization is critical but it has led to unsustainable actions by focusing on low-cost production at the maximum production speed. The industry plays an essential role in the global economy and employs around 3384 million people, or 46% of the world's population of 7260.7 billion people, based on data from 2014. Accusations of unsafe workplaces, low salaries, violations of workers' rights, and low environmental performance have been constant, and these have intensified over the years, for example, the excessive use of natural resources. Over the decades, the consequences of inaction are evident together with the resulting negative impacts on sustainable development.

Accusations related to the fashion industry's conduct are often linked to its ecological footprint, which is a consequence of mass production, prevalent labor abuse, and the marketing methods used in recent years, which have formed a throwaway culture. This culture has resulted in a specific disposal problem globally, as every second; a truckload of textiles goes to landfills or is incinerated. New clothes are discarded when they fall out of fashion, and often even before they do so. Despite increased consumer awareness regarding social and environmental impacts, the fashion industry still

negatively affects the customers' sustainable future.

In spite of the pressure on the fashion industry to implement strategies addressing environmental and social issues, the evidence shows that the industry is still not taking corporate social responsibility (CSR) seriously, as few companies have hired CSR experts so far. According to the fashion mindset and low-price policy, it is still feasible to produce by the lowest-cost methods possible, which has led to consumerism becoming a growing problem. This calls for a more explicit policy regarding pricing and the production space, and creates pressure for collaboration between fashion companies, suppliers, and other stakeholders to produce environmentally friendly products. The long term benefit of formal CSR and sustainability practices within the fashion sector is that added value for the industry stakeholders would ultimately be created. The fashion industry must face the "negative aspects of the life-cycle of their products" by planning for the future and by conducting their business differently. This could be done by addressing, for example, "the increasing scarcity of energy, water, and their rising cost, together with the rising cost of waste and its disposal" and their workers' rights when decisions are made on factory closures

4.1 FASHION COOPERATIVE IN DIFFERENT COUNTRIES OF THE WORLD

Most theoretical and empirical studies on cooperative marketing performance have focused on advanced countries (Dahliah, 2022), but leaving a gap in the body of knowledge in the literature on cooperative marketing for cooperative sectors and organizations in Ethiopia, Africa and less advanced emerging economies. Most studies in the area of cooperative marketing performance have investigated and analyzed the contributions cooperative marketing arising from possible challenges and opportunities in economic development (Dahliah, 2022), but overlooked or ignored the potential role of cooperative marketing in promoting sustainable development goals (SDGs). For this reason, theoretical and empirical knowledge to the area remains gap and provides limited insight to researchers, policy makers and practitioners concerned about

cooperative movement and performance. As a result, FCA, RCA, ICA, UN and ILO, call for future research to investigate the multifaceted role of these cooperatives in promoting SDGs. Cooperatives are member-owned, member-controlled, and member-benefitting enterprises that provide services or goods to fulfill their members' economic, social, and cultural needs (Billiet et al., 2021). According to (Slade Shantz et al., 2020) cooperatives represent a significant share of economic life.

Globally, around 1 billion people are involved in a cooperative and 12 percent of the global population works in a cooperative (Kaswan, 2014). The global cooperative market is valued and 12 percent employments of the world of the population are working in different types of cooperative and the top 300 cooperatives in the world had around the same output as the GDP of Canada. On the contrary, in less developing countries like Africa, a study of cooperatives in 11 countries in Africa estimates that around seven percent of Africans are cooperative members and that even in countries where cooperatives unions have collapsed, such as Uganda and Rwanda, the numbers have continued fluctuate to grow; having significant portions of employment during social, economic and environmental crisis, but nearly ignored today, even as far as Ethiopian cooperative and the contributions of employment are concerned still underestimated. Another report according to FCA, cooperatives are the second largest employer in many African countries and some countries around the world, being surpassed only by the government. Nevertheless, the role of cooperatives in employment creation has been ignored by employment planners, agencies, social partners and donor organizations. According to (FCA, 2021) official report, there are more than 92,755 cooperatives in Ethiopia with 21,043,370 members (6,743,429 female and 14,299,941 male) and there are 21,328 primary SACCOS and they have 5,384,559 members (3,122,454 female and 2,262,105 male). yet the contribution of cooperatives to the national GDP is less than 1 percent (it is 0.9 percent). Researchers argue that by achieving such an increase, greater gender equality, in turn, is recognized by the UN as a target in SDG 5 (UN, 2015, Duffy et al. (2020). But, as far as the cooperative movement in fashion and apparel industry are very rare or might be none. It is very promising to have fashion cooperative in Uruguay, USA and

Scandinavian countries to be the pioneer in the fashion industry and would be explained in the following manners.

4.1.1. MANOS DEL FASHION COOPERATIVE IN URUGUAY

Started in 1968 to improve the lives of women living in rural Uruguay, this 54-year-old artisan-owned co-op has stayed true to its vision to this day. Manos del Uruguay is an ecosystem of 12 co-ops. Each co-op has a workshop that is located in a small village in Uruguay's countryside (Hertantyo). The collection of co-ops aims to create jobs that provide financial stability, but also an opportunity for personal development. There is one material that connects all the women in this co-op: wool. Using wool, and drawing on generational skills and indigenous techniques passed down from their grandmothers, the women of Manos del Uruguay create handcrafted garments and yarns, including their Potrero Poncho and Alegria Grande Yarns. They dye in small batches, knit by hand, and weave using traditional looms. And any surplus yarn gets repurposed into something new.

As a reminder of the rich stories behind these creations, each garment or ball of yarn is finished off with a tag that holds the name of the artisan who made it, and the village where the co-op is located. The artisans are the owners of the company and the profits are shared among the co-ops or reinvested in the organization. As a co-op that has stood the test of time, Manos del Uruguay is a success story that teaches us that a more ethical fashion future is well within reach.

Fashion Co-op offering: Small batch production of sustainable and ethical yarns, garments, and home ware. The artisans are present at every step of the way — from spinning and dyeing to knitting, and weaving.

4.1.2. ANDEL FASHION COOPERATIVE IN SCANDINAVIAN

The definition of Scandinavia is not clear, but historically it was usually meant to refer to the countries of Denmark, Norway, and Sweden. Hans Christian Andersen wrote the poem "I Am a Scandinavian" in 1839 to describe the connectedness between the Danes, Swedes, and Norwegians.(Strand, Freeman et al., 2015) Finland is often included as part of Scandinavia,

and the expressions Scandinavian and Nordic are used interchangeably by a growing number of people. The word Scandinavia refers to the Scandinavian Peninsula, and further exploration reveals that the peninsula earned its name from the cultural-linguistic concept of Scandinavia. The word Nordic refers to "north" and can be used as a geographical construct or a cultural construct (or a combination of the two).(Czarny 2017) In the present day, the expression Nordic has assumed a formal meaning through the Council of Nordic Ministers. The Scandinavian Approach to Corporate Social Responsibility and Sustainability is a worthy unit for consideration, provided one does not assume complete homogeneity within Scandinavia and a singular Scandinavian approach. Castles (1978/2009) argues that there is room for both types of scholarship within the Scandinavian field, highlighting differences and contrasting Scandinavia with the rest of the world. Morsing et al. (2007) argue that Scandinavians appear to be rather similar in comparison with people from other European, U.S., African, or Asian countries, and that their shared cultural, political, and societal background has given rise to the description of the particular 'Scandinavian management'.(Maguire and Pearton 2000)

Andel is a Scandinavian fashion brand, founded in 2021, that believes that the way a business is structured is directly linked to how sustainable it is. With this in mind, Andel is putting sustainability and ethics into practice by intentionally structuring their brand as a clothing co-op. Designed to be worn by everyone, their minimalistic yet statement season less garments are a response to the "aesthetic fickleness" of fashion's rapid trend cycles. For their debut collection — including their Back Pleated Trouser and Necktie Harrington Jacket — they paid careful attention to detail to ensure that the impact of the garments was kept to a minimum. They used only up cycled, dead stock, or locally-crafted fabrics — and no new fossil fuels or virgin plastics are involved in the making of their products. With a strong dedication to transparency, all information about the sourcing and production of each garment is available on their website.

Andel's fashion co-op structure means that all employees own an equal share in the business and have an equal say in decisions. In doing so, Andel is showing us how to create a fashion system in

which profits are equitably distributed and reinvested, instead of purely lining the pockets of those at the top.

Co-op offering: Season less, made-to-order slow fashion garments, produced in small batches, made from low-impact materials such as dead stock or up cycled fabrics.

Scandinavian country and cooperatives:

Cooperatives are hybrid organizations that have multiple goals and values. They must balance the demands of several important social stakeholders, their members and staff, the market and the political system. Cooperatives play a significant role in Scandinavian societies. As hybrid organizations with multiple goals they attract the attention of various academic disciplines. However, given differences between disciplines economists ask different questions than political scientists, even when studying similar subject matter, like associations and cooperatives. Economists often pose questions related to theoretical models or ask why certain organizations exist. So, they may analyze the transaction costs of cooperatives and private firms. Political scientists, by contrast, try to understand certain organizations by exploring what they do and how they do it. For example, they do not ask why political parties or pressure groups exist, but rather study what they do and how they do it. Often they compare and contrast similar organizations in different contexts or countries. Thus, the political science interest in cooperatives is not so much a question of why they exist, but rather what and how they can contribute to society (Terentyev et al., 2020).

Strong parallels to the ideas of de Tocqueville can be found in the work of some scholars in Scandinavia who attributed similar functions to voluntary associations as did de Tocqueville. Notes the importance of unions, free churches and the temperance movement in mill-towns in Sweden in the late 1800s and early 1900s for the development of the labor movement and democracy. The role played by cooperatives in Scandinavia today is marginal compared to their historic and, often heroic, roles prior to W.W. II. For example, at the beginning of the 20th century, the consumer co-ops played an important role in breaking the hold of local factory owners on the sale of daily goods in company shops, and even in breaking the production monopoly on basic staples, like margarine. However, growing

urbanization, industrialization, economic integration and competition have diminished the importance of such goods for the well-being of ordinary citizens. Moreover, through a process of extensive amalgamations starting in the 1960s, the consumer co-ops grew into large bureaucratic organizations, well beyond the reach of ordinary members. The consumer cooperatives became even more commercially oriented in the 1990s and their economic, political and social role changed beyond recognition by the start of the

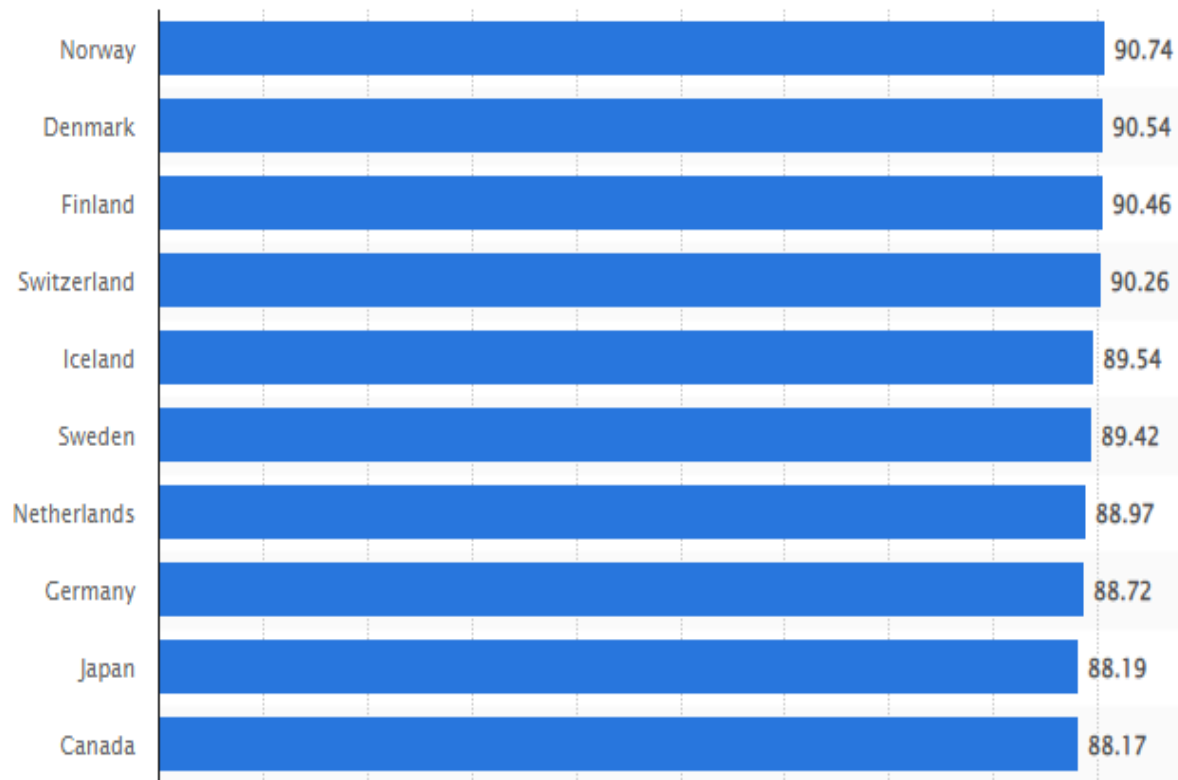
new millennium (Von Schnurbein and Hengevoss, 2020). Other popular movements associated with the Social Democrats in earlier periods, like the housing coops continue to play important economic and social roles for the well-being of their members, but their role also became overshadowed by the growing welfare state and large scale social changes. Swedish consumer cooperatives also played an instrumental role in the development of Swedish consumer policy in the post-war period. Until it joined the EU, Sweden pursued an active consumer policy, in line with its much better known active labor market policy. The government played a central role in regulating many issues that were left to the market to “solve” in more market oriented or liberal countries. In doing so, Sweden attempted to develop a counter-veiling power to the well-organized business interests of industry and the wholesale and retail sectors. It brought on board representatives of the two main trade unions, alongside the consumer cooperatives, as consumer representatives on most of the public agencies charged with regulating agricultural and consumer policy (*ibid.*). The consumer cooperatives were highly instrumental in developing this active consumer policy; they often set the business standards that later became codified into consumer laws and regulations (Von Schnurbein and Hengevoss, 2020). However, by pursuing the logic of influence, the logic of membership in the consumer co-ops once again became crowded out; just as it did with the logic of efficient competition. In a competitive market the higher standards maintained by the cooperatives were once a comparative advantage that appealed to many families. They provided the consumer cooperatives with a self-enforced floor that was often hard for their competitors to meet. Once codified, they could still claim to have set the standards for all Swedish consumers, but they also became very reluctant to provide anything more

for their customers and members. When these standards became consumer laws and regulations, this one-time floor for the consumer cooperatives soon became a ceiling for all commerce, including the consumer cooperatives. In the name of competition, they became reluctant to make any consumer improvements not called for by law. They were unwilling to assume any additional costs of benefits not shared by their competitors. Over time consumers became aware of the loss of the cooperative role as a standard bearer for consumers, which also implied the loss of their competitive advantage. The local consumer cooperative gradually became just another shop in the eyes of many customers and members (Von Schnurbein and Hengevoss, 2020).

Today Sweden is light years from the situation when the Swedish consumer co-ops started providing goods for their members more than 100 years ago. In 1899, when the Swedish Cooperative Union & Wholesale Society (*Kooperativa Förbundet* or KF for short) was established, the consumer cooperative movement had a clear social profile. This profile included cash-only sales, unadulterated products, breaking up production and/or sales monopolies, and democratic decision-making structures, almost two decades before Sweden adopted universal suffrage, etc.

At the beginning of the 20th century, the Swedish consumer cooperative movement was mainly

comprised of numerous semi-independent local cooperative societies. In 1910 there were nearly 75,000 individual members organized into nearly 400 local consumer cooperative societies, for an average size of less than 200 members. Just ten years later these figures had increased dramatically: the number of members approached 250,000, the number of local societies was nearly 1,000, but the average size of the local societies was still only 250. By 1950 there were nearly 1,000,000 members in nearly 700 local societies, for an average size of nearly 1,500 members. They employed a total of 50,200 persons, and had over 8,000 shops. Forty years later, in 1990, membership reached over 2.1 million, but the number of local societies decreased to only 120, for an average of 17,500 members per society. The number of employees decreased radically when the consumer co-ops sold off their production capacity, declining from nearly 72,000 employees in 1980 to only 34,000 in 1990, while the number of shops decreased to only 1,687 the same year (Von Schnurbein and Hengevoss, 2020). Which is the most cooperative country in the world? The correct answer is **Denmark**. A group of farmers forms a cooperative society by pooling in their resources voluntarily for more efficient and profitable farming. Denmark is a Scandinavian country that is the first in achieving SDG-2030.



4.1.3. BLUE TIN PRODUCTION FASHION COOPERATIVE IN USA

When founder Hoda Katebi dreamed of starting her ethical clothing line, but then experienced how difficult it was to find ethical manufacturing, the idea for The Blue Tin Production Co-Op was born. In an article for The Good Trade, Katebi shared that she was fed up with sweatshops and she realized that the only way to challenge the fashion system was to put it directly in the hands of workers. Now The Blue Tin Production Co-Op is a Black and Brown worker-owned and run business that offers clothing production services — for designers, brands, and retailers — that prioritize the well-being of people and the planet.

An average of 60 percent of their revenue goes directly toward labor and benefits, and all profits are shared equally among the members. Based on a cooperative decision-making model, all salaries, work hours, benefits, and day-to-day operations are determined collectively by the workers who own the company. Beyond employment, the co-op also provides mental and physical healthcare, legal and social services, child care, transportation, know-your-rights training, and language services. In all that they do, sustainability is a core practice. As part of this focus, they have a multi-step process for waste

reduction, as well as prioritizing local designers who work with sustainable materials.

The Blue Tin Production Co-Op is actively building a localized fashion future by creating practical examples of what garment worker power and community well-being look like. **Co-op offering:** Small-batch sustainable and ethical clothing design and manufacturing with in-house cut and sew services, end-to-end product development, and no minimum order quantities.

4.1.4. OPPORTUNITY THREADS FASHION COOPERATIVE IN NORTH CAROLINA

Based in the foothills of Western North Carolina, Opportunity Threads is a worker-owned, cut-and-sew textile manufacturing business. This state and area were once home to a prosperous textile manufacturing industry that collapsed after a series of economic events. Founder Molly Hemstreet set out to help revive the once-thriving industry, but this time with a strong focus on sustainability and ethics. So she launched Opportunity Threads, which is now among the strongest worker-owned, immigrant-led manufacturers and clothing co-ops in the country.

Everyone in the company earns a living wage. And while the textile industry generally suffers high

turnover rates, Opportunity Threads has retained 100 percent of all original workers over five years. All members of the clothing co-op have equal voting rights on all decisions made about financial and business management issues.

If you browse through their Instagram, you'll be greeted by vibrant images of their workspace and meet the people that manufacture their clothing. Opportunity Threads is indeed threading change and creating endless opportunities for fashion to be a force for good!

Co-op offering: Sustainable and ethical garment production for entrepreneurs and mid-sized companies (Hertantyo).

4.2. FASHION COOPERATIVE MARKETING IN PROMOTING SDG

The Fashion Cooperative is a team of creative leaders working together to provide cutting-edge expertise in product design, fashion design, branding and marketing. (<https://fashion-cooperative.com/>, 2020). Fashion cooperatives play an essential role in promoting sustainable fashion practices. By adopting eco-friendly materials and ethical production processes, these cooperatives reduce the environmental impact of fashion production. For example, in Peru, the Awamaki cooperative sources wool from local alpacas, which are raised sustainably, and uses natural dyes to color the wool. The cooperative also promotes the use of traditional weaving techniques, which are environmentally friendly and preserve cultural heritage. By promoting sustainable practices, fashion cooperatives contribute to SDGs 12 (Responsible Consumption and Production) and 13 (Climate Action). (Cf, 2015). The SDGs have a crucial role in promoting cooperation in the fashion industry as they provide a framework for sustainable development that all stakeholders can work towards. The fashion industry is closely related to several of the SDGs, including SDG 8 (decent work and economic growth), SDG 12 (responsible consumption and production), and SDG 13 (climate action). These SDGs provide a common language and set of objectives that stakeholders can use to create sustainable and cooperative supply chains. One way in which the SDGs promote cooperation in the fashion industry is by providing a shared vision for sustainable development. All stakeholders in the fashion industry, including designers, manufacturers, retailers, and policymakers, can align their efforts towards achieving the SDGs. For instance, SDG 12

promotes responsible consumption and production, which can be achieved by creating sustainable supply chains and reducing waste. By aligning their efforts towards achieving this SDG, stakeholders can work together to create sustainable and cooperative supply chains. Another way in which the SDGs promote cooperation in the fashion industry is by creating a framework for monitoring and evaluating progress. The SDGs have clear targets and indicators that can be used to measure progress towards sustainable development. By using these targets and indicators, stakeholders can monitor their progress towards achieving the SDGs and identify areas for improvement. This monitoring and evaluation process can help to promote cooperation by creating a shared understanding of the challenges and opportunities in the fashion industry. There are several examples of initiatives and partnerships in the fashion industry that have addressed the challenges of achieving the SDGs and promoted cooperation towards sustainable development.

4.2.1. THE SUSTAINABLE APPAREL COALITION (SAC):

The SAC is a global membership organization that includes brands, retailers, manufacturers, and NGOs. The SAC's mission is to promote sustainable practices in the apparel, footwear, and textile industry by developing and promoting the use of the Higg Index, a sustainability measurement tool. The SAC provides a platform for stakeholders to collaborate on sustainability initiatives and address the challenges of achieving the SDGs in the fashion industry.

4.2.2. BETTER COTTON INITIATIVE (BCI):

BCI is a global not-for-profit organization that promotes sustainable cotton production. BCI works with cotton farmers, brands, and retailers to promote sustainable practices, improve working conditions, and reduce the environmental impact of cotton production. BCI provides a platform for stakeholders to collaborate on sustainable cotton production, which contributes to achieving SDG 12 (responsible consumption and production).

4.2.3. THE PARTNERSHIP FOR SUSTAINABLE TEXTILES:

The Partnership for Sustainable Textiles is a multi-stakeholder initiative in Germany that includes brands, retailers, trade unions, and NGOs. The partnership aims to promote sustainable practices in

the textile industry by setting ambitious sustainability targets, promoting transparency, and developing sustainable supply chains. The partnership

4.2.4. ZDHC ROAD MAP TO ZERO:

The Zero Discharge of Hazardous Chemicals (ZDHC) Roadmap to Zero is a collaboration of over 160 textile, apparel, and footwear brands, suppliers, and chemical manufacturers. The ZDHC Roadmap to Zero aims to eliminate hazardous chemicals from the textile and footwear supply chain by promoting the use of safer chemicals and materials. The ZDHC provides a platform for stakeholders to collaborate on sustainable chemical management, which contributes to achieving SDG 12 (responsible consumption and production).

These initiatives and partnerships show that cooperation in the fashion industry can lead to progress towards achieving the SDGs. These partnerships address the challenges of complex supply chains, limited resources, and competing interests, and promote sustainable practices and technologies in the fashion industry. By working together towards sustainable development, stakeholders in the fashion industry can create a more equitable and sustainable future for all. While the Sustainable Development Goals (SDGs) have a significant role in promoting cooperation and sustainable development in the fashion industry, there are also several challenges that need to be addressed to achieve the SDGs.

4.3. CHALLENGES OF FASHION COOPERATIVE IN PROMOTING SDG

In this section, we will discuss the challenges of the fashion industry and cooperative efforts in achieving SDG.

4.3.1. LACK OF AWARENESS AND COMMITMENT:

One of the main challenges for the SDGs in the fashion industry is the lack of awareness and commitment among stakeholders. Many stakeholders in the fashion industry are not aware of the SDGs or do not see them as a priority. This lack of awareness and commitment can hinder cooperative efforts towards achieving the SDGs.

4.3.2. COMPLEX SUPPLY CHAINS:

The fashion industry has complex supply chains that involve multiple actors and geographies, making it challenging to track and monitor progress towards the SDGs. These complex supply chains can also create power imbalances, making it difficult for smaller actors to participate in cooperative efforts towards achieving the SDGs.

2.3.3. LIMITED RESOURCES:

Many actors in the fashion industry, particularly small-scale actors, may not have the resources or capacity to participate in cooperative efforts towards achieving the SDGs. Limited resources can also hinder efforts to implement sustainable practices and technologies, making it challenging to achieve the SDGs.

4.3.1. SHORT TERM THINKING:

The fashion industry is characterized by short product cycles and a focus on profitability, which can lead to short-term thinking. This short-term thinking can prevent stakeholders from investing in sustainable practices or participating in cooperative efforts towards achieving the SDGs.

4.3.1. COMPETING INTERESTS:

Different stakeholders in the fashion industry may have competing interests, making it challenging to align efforts towards achieving the SDGs. For example, retailers may prioritize profitability over sustainability, while manufacturers may prioritize cost-cutting over labor rights. There are several ways to solve or address the challenges and problems related to achieving the Sustainable Development Goals (SDGs) in the fashion industry and promoting cooperation among stakeholders.

4.4. PROPOSED SOLUTIONS AND APPROACHES TO OVERCOME THE CHALLENGES

In this section, we will discuss some of the solutions and approaches that can be taken to overcome the challenges of fashion cooperative marketing and promote the SDGs in the fashion industry.

4.4.1. AWARENESS RISING AND EDUCATION:

Increasing awareness of the SDGs and their importance for the fashion industry is critical to promoting cooperation. Education and awareness-raising initiatives can be targeted at all stakeholders in

the fashion industry, from designers and manufacturers to retailers and consumers. This can be done through various means, such as workshops, conferences, and public campaigns.

4.4.1. COLLABORATIVE PARTNERSHIP:

Collaborative partnerships and alliances can bring together different stakeholders in the fashion industry to work towards common goals. Partnerships can involve large corporations, small-scale producers, NGOs, and governments, among others. These partnerships can be focused on specific SDGs, such as responsible production and consumption, and can involve the development of shared guidelines, standards, and certification systems.

4.4.1. RESOURCES MOBILIZATION:

Mobilizing resources and funding is essential for implementing sustainable practices and technologies, particularly for small-scale actors in the fashion industry. Funding and resources can come from various sources, including governments, NGOs, and private sector actors. Innovative funding mechanisms, such as crowd funding and impact investing, can also be explored.

4.4.1. LONG TERM THINKING AND PLANNING:

Encouraging long-term thinking and planning can help overcome the short-termism that characterizes the fashion industry. This can involve shifting from a linear model of production to a circular model that prioritizes the reuse and recycling of materials and products. Long-term planning can also involve the integration of sustainability into business models, strategies, and decision-making processes.

4.4.1. MULTI_ STAKEHOLDER DIALOGUE AND FORUMS:

Creating platforms for multi-stakeholder dialogues and forums can foster communication, trust, and cooperation among different actors in the fashion industry. These platforms can provide opportunities for stakeholders to share experiences, best practices, and lessons learned, and to identify areas for collaboration. Addressing the challenges related to achieving the SDGs in the fashion industry and promoting cooperation among stakeholders will require a range of solutions and approaches. By

increasing awareness and education, fostering collaborative partnerships, mobilizing resources, encouraging long-term thinking and planning, and creating platforms for multi-stakeholder dialogues, stakeholders in the fashion industry can work towards a more sustainable and cooperative future.

4.5. SDG ALIGNMENT ROLES STAKEHOLDERS

The SDGs have a crucial role in promoting cooperation in the fashion industry. They provide a shared vision for sustainable development and a framework for monitoring and evaluating progress. By aligning their efforts towards achieving the SDGs, stakeholders in the fashion industry can work together to create sustainable and cooperative supply chains that benefit all stakeholders

4.5.1. FASHION COOPERATIVE ECONOMIC EMPOWERMENT.

Fashion cooperatives also provide employment and entrepreneurial opportunities for local communities, particularly women and marginalized groups. By providing training, resources, and access to markets, these cooperatives help to promote economic growth and reduce poverty. For example, the Kuma Design Cooperative in Kenya empowers women by providing training in weaving and business management. The cooperative also connects weavers with international markets, allowing them to earn a fair wage for their work. By promoting economic empowerment, fashion cooperatives contribute to SDG 1 (No Poverty) and SDG 8 (Decent Work and Economic Growth). (Cf, 2015)

4.5.2. FASHION COOPERATIVE CULTURAL PRESERVATION.

Fashion cooperatives often incorporate traditional techniques and designs into their products, thereby preserving cultural heritage. By promoting cultural diversity, fashion cooperatives contribute to SDG 11 (Sustainable Cities and Communities). For example, in Mexico, the Otomi Textile Cooperative uses traditional embroidery techniques to create clothing and home goods. The cooperative also works to preserve the Otomi language and culture by incorporating Otomi designs into their products. (Cf, 2015)

4.5.3. FASHION COOPERATIVE SOCIAL INCLUSION

Fashion cooperatives provide a platform for marginalized groups to participate in the fashion industry, promoting social inclusion and reducing inequality. By promoting diversity and inclusivity, fashion cooperatives contribute to SDG 5 (Gender Equality) and SDG 10 (Reduced Inequalities). For example, in India, the Kala Swaraj Foundation provides training and support to women artisans, enabling them to participate in the fashion industry. The cooperative also promotes gender equality by providing equal pay and opportunities to both men and women. (Cf, 2015).

4.5.4. FASHION COOPERATIVE COMMUNITY DEVELOPMENT.

Fashion cooperatives encourage community participation and collaboration, leading to the development of sustainable fashion ecosystems. By promoting community development, fashion cooperatives contribute to SDG 9 (Industry, Innovation and Infrastructure) and SDG 17 (Partnerships for the Goals). For example, in Colombia, the Proyecto Tití cooperative works with local communities to promote the use of sustainable materials in fashion production. The cooperative also partners with local schools to provide education on environmental conservation and sustainable fashion practices.

5. CONCLUSION AND SUGGESTION

Cooperation is as old as human civilization and played a great role in every walk of life. The people of Ethiopia have got a very long social history of working together to fulfill their socio-economic needs. Agriculture, Trade and Military Operations were carried out through cooperative efforts. Many social events are still taking place in rural Ethiopia through collective effort. The Federal Government of Ethiopia has identified Cooperative form of business organizations as an instrument of socio-economic change.

Cooperatives are required by the State to carry out its policies and programs, and they look to the State for assistance in a range of areas, including legal, administrative, financial, education, and training, in order to survive in the free market. Therefore, it is necessary to restructure the current government policies and initiatives to provide the cooperatives the most freedom possible to handle their own business. The state government ought to stop using cooperatives as a tool to carry out its own agendas. Cooperation is the sole technique that can be used to reduce socioeconomic issues, and in order to put this strategy into reality, cooperatives must be given the freedom to operate as autonomous, self-sufficient businesses with democratic characteristics. A cooperative is an independent group of people who have come together voluntarily to work for the same economic, social, and cultural goals through a jointly owned and democratically run business. Cooperatives are based on the values of self-help, self-responsibility, democracy, equality, equity, and solidarity. In the tradition of their founders, cooperative members believe in the ethical values of honesty, openness, social responsibility and caring for others.

The term cooperative learning dates back at least to the 1970s when a great deal of research and practical work began on discovering how best to harness the power of cooperation to promote learning. Cooperatives build stronger communities by keeping money, resources, jobs, and economic control local every walk of life including fashion. . Their impact has been so widespread and significant that more businesses are electing to transition into cooperatives. Advantages of a co-operative include that there are equal voting rights for members, this structure encourages member contribution and shared responsibility, liability for members is limited, there is no limit on the number of members. Generally the cooperative and CSR concept is very important for our day to day life therefore it should be practicable in Ethiopia to achieve the sustainability of the world.

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