

The *consolidation phase* of the initiatives of Social and Solidarity Economy.

An approach based on the analysis of Argentinian “regaining enterprises processes”.

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Two conceptual and empirical constructions of my phd thesis:

- Object of study: “regaining enterprises processes”.

- Focus on the “**consolidation phase**”.

A moment in which the process acquires certain steadiness and is able to reproduce on its own bases

Three aspects of the consolidation phase:

- The *economic consolidation* refers to a moment in which the production, employment and income acquire certain steadiness.
 - The *organizational consolidation* implies that some regular practices and decisions become a routine and are institutionalized.
 - The *political consolidation*. A particular course of the organization becomes predominant.
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Four research questions

1. How was the consolidation process in the analysed experiences like?
 2. What conditions aid the consolidation and sustainability of these experiences?
 3. What social relationships and labour relationships are built in each process?
 4. Are these processes building up new relationships?
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Mil Hojas consolidation phase

- * Manufacture of pasta, dough disc for pies,*
- * The recovery process began in the year 2000,*
- * Rosario City*

Economic consolidation:

- Competitiveness of their products in the markets
 - Leading markets position
 - Seek greater organizational efficiency.
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Mil Hojas consolidation (cont.)

Organizational consolidation:

- Re-establishment of some working routines and disciplines from the previous wage-labour experience,
 - **non-rotative roles** and functions, deepening the existing technical division of labour.
 - **positions** created for those responsible for controlling the lines of production
 - “**differential wage**”
 - management was increasingly **disengaged** from production
 - continuance of the **wage-labour relationship**
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Mil Hojas consolidation (cont.)

Political consolidation:

- Tensions and confrontations were losing place
 - Gradual cancellation of the conflict
 - Decreasing of participation power
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UST consolidation phase

- ★ *Green areas maintenance and sanitary engineering*
- ★ *The recovery process began in the year 2003,*
- ★ *Avellaneda City*

Economic consolidation:

- Contractual agreements allowed the cooperative to regularize their income, and withdrawals of workers
 - Development of activities are oriented to the welfare of the community
 - Self definition of criteria and time frames to improve not just working conditions but also living conditions.
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UST consolidation phase (cont.)

Organizational consolidation:

Constructions of their own working and management arrangement:

- Income table
- Community activities were included as part of the objectives
- Worker category “would-be-partner”

Political consolidation:

- Hegemonic position of the Administrative Board.
 - Alternatives positions and project
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Concluding remarks

... the smaller the **pressure of market competition**, the greater the possibility to build organizational and management structures

... the greater and more diverse the scope of **workers participation**, the fewer inequalities, hierarchies and asymmetries between decision makers and production workers.

... the lower the **apathy** about the **direction of the organization** the greater the chances of building "alternative" paths, and the adaptability to adverse conditions

*Thanks you very much for
your attention.*

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