

# Is the Mondragón Co-operative Experience a Cultural Exception? The Application of the Mondragón Model in Valencia and Beyond

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## ABSTRACT

It has frequently been presumed that the ability of the Mondragón group of co-operatives to achieve a remarkable degree of trust and loyalty amongst its members while maintaining relatively bureaucratic workplaces is due to the uniquely solidaristic traits of Basque culture, implying that the same feat will be unattainable amidst less favourable cultural milieus. This article argues that, on the contrary, Mondragón's organisational culture is embedded in its organisational structures — such as its systems of governance, education, ownership, remuneration, and inter-co-operation — and should therefore be widely applicable, even if not identically replicable, in other regions. To this effect, the article provides evidence that the key features of 'the Mondragón Model' have indeed been emulated elsewhere — namely in Valencia and the United States — and moreover has significant parallels around the world.