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# *Corporate volunteering:* a needed third party?

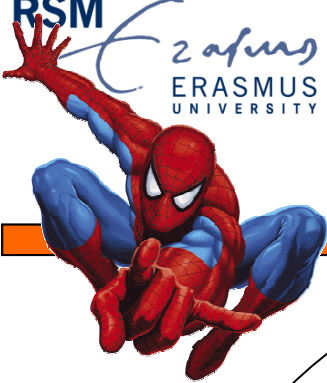
Prof dr Lucas C.P.M. Meijs

- \* Strategic Philanthropy
- \* Volunteering, civil society and businesses

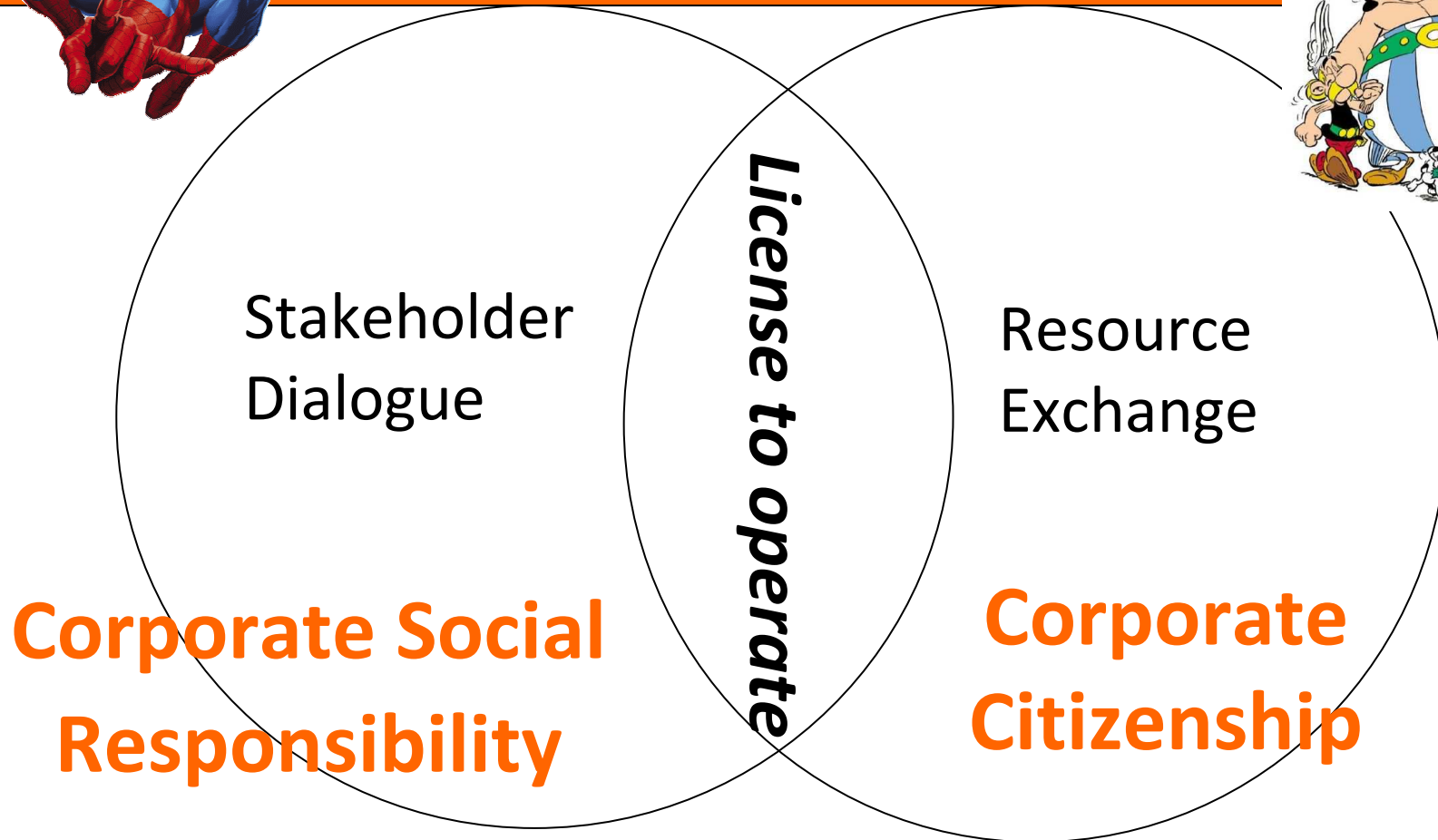
RSM Erasmus University  
Erasmus Centre for Strategic Philanthropy

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# Corporate volunteering



# Business community relations



# Elements of Resource Exchange

- 5 Ms (Meijs and van der Voort (2004))
  - Money: Financial support
  - Means: Physical goods
  - Mass: Opening up the corporate network
  - Media: the use of corporate media outlets for a nonprofit or cause.
  - **Manpower: corporate volunteering**



# Corporate volunteering

- Employee volunteering refers to **employees** who are voluntarily active to make a contribution towards society, supported in some way by their employer (Brewis, 2004).
- Deliberate strategy by an **employer** to encourage employees to become more involved in their community as volunteer and to support them in those efforts
  - in name of the company
  - in own time or company time
  - for own organization or company chooses

# Nonprofit perspective

- Contribute to the pool of **potential volunteers** from which the nonprofit organization can select and use volunteers (De Gilder et al. 2002, Phillips 2000).
- Attract more financial resources (Phillips 2000).
- Add **knowledge** and expertise to the organization.
- Provide **additional means** (e.g. use of office space) to achieve their mission (Meijs and Van der Voort, 2004).
- Increase **credibility** and **awareness** (Fiske Gwin, 2000).

# Company perspective

- Create a **license to operate** (Luijk, 2000)
- Achieve **positive reputational and marketing effects** (Ellen et al., 2000; Pelozo and Hassay, 2006; Porter and Kramer, 2002)
- Achieve **human resource** advantages (Meijs and Kerkhof, 2001; Ross, 1997; Tuffrey, 1997; Turban and Greening, 1997, Zappala, 2003)
- Answer to the increasing pressure of stakeholders to behave as a **corporate citizen** (Austin, 2000; Brammer and Millington, 2003; Tschirhart and St. Clair, 2008)

# Designing programs

- The level of **commitment** of the company.
- The level of **restrictions** set by the company.
- The level of **pressure** placed on employees to volunteer.
- The level of **prioritization of benefits**.



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# Third party involvement

# Volunteerability

F: (willingness, capability, availability)

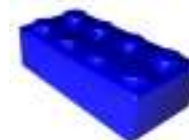
– **Willingness** = generally spoken high but not always for your cause



– **Capability** = high but not always donated



– **Availability** = the challenge is to get into the schedules of people



# Observations...

- Er...  
Not the volunteer
- Se...  
Not the volunteer involving organization
- Co...
- Vo...
- Si...  
A third party
- Co...

# Re-embedding Volunteering

- **Normative pressure**

- In reply to major cultural changes:  
**Some people simply do not understand that volunteering is part of life**
- Addresses willingness

**message:**

- *We want you to volunteer*
- *You 'need' to volunteer*

- **Functional organising**

- In reply to structural changes:  
**Some people have no possibilities to volunteer**
- Addresses availability (and capability)

**message:**

- *We need you as volunteer*
- *It is impossible not to volunteer*

# Third party involvement....

- Corporations can be the (new) third party in making the match between supply of and demand for volunteering



# Re-embedding Volunteering

## • Normative pressure

- In reply to major cultural changes:

Some ... not  
under ... ering is  
part ...  
– Adres ...

**Corporate culture**

### message:

- *We want you to volunteer*
- *You 'need' to volunteer*

## • Functional organising

- In reply to structural changes:

Some ... abilities  
to ...  
– Ad ...  
cap ...

**Corporate volunteering program**

### message:

- *We need you as volunteer*
- *It is impossible not to volunteer*

## Want to read more .....

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- Check [www.ecsp.nl](http://www.ecsp.nl) publications and ECSP insight



lucasmеijs

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THANKS.....