



Managing Corporate Foundations – Does the context matter?

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Overview

1. Introduction: Perception of philanthropy
2. The corporate context: results from last year's workshop
3. The welfare state context: Vodafone foundation case study
4. The society context: building bridges

1. Perception of Philanthropy

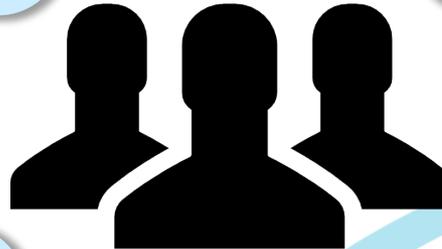
Dominante Motives of Philanthropy

Utility-based

- «Philanthropists donate to save taxes»
- «Philanthropists follow primarily their own interests»
- «Philanthropists want to give back to society»

Altruistic/value-based

- «Philanthropy is based on a value system»
- «Philanthropists help others, so that they can help themselves»
- «Philanthropen act out of altruistic motives»



Relationship-based

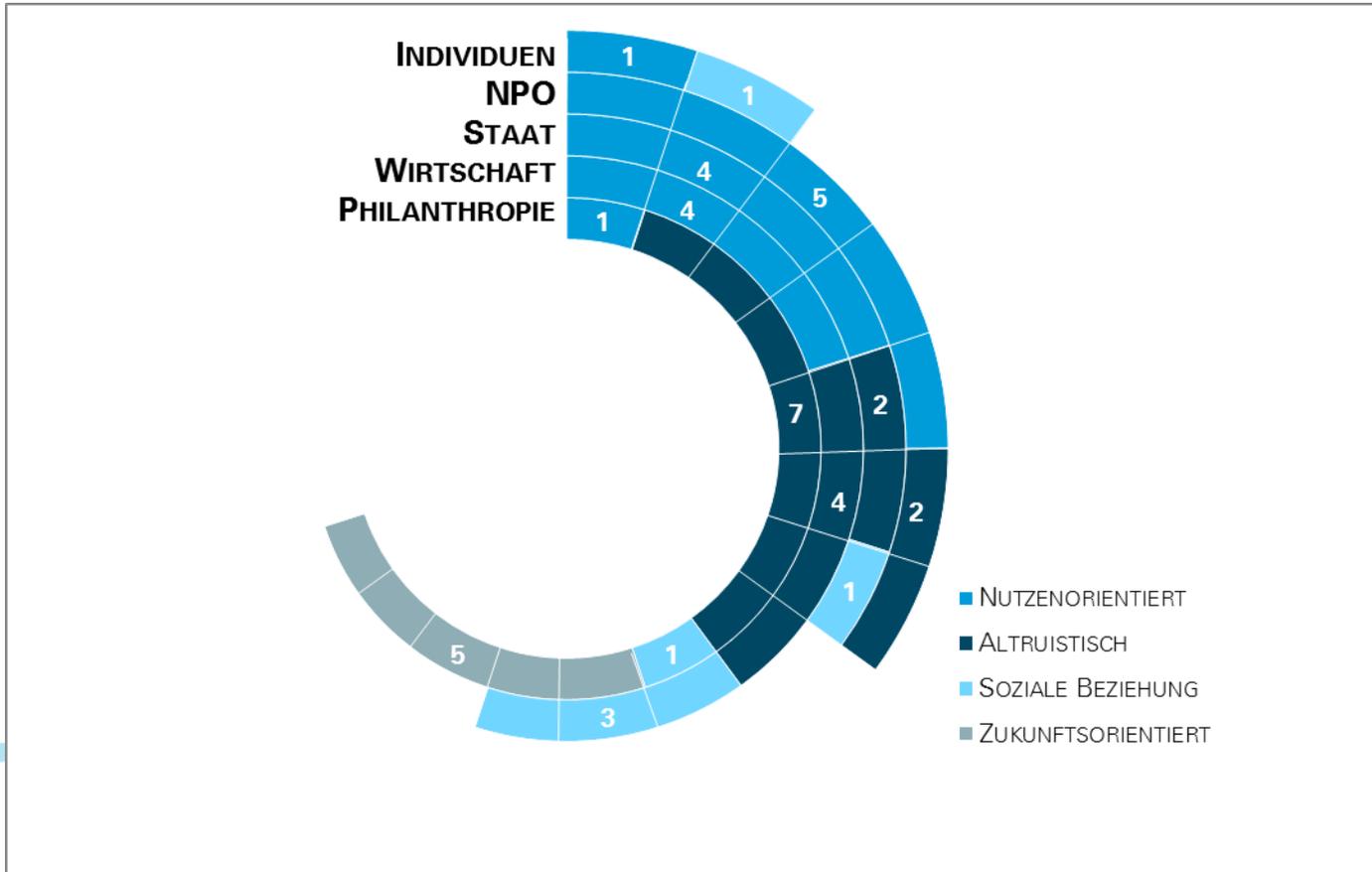
- «Philanthropic activities develop from a personal fate»
- «Philanthropists build relationships to other people through their engagement»

Future-oriented

- «Philanthropy can/should substitute public tasks in the future»
- «Philanthropy develops and offers alternatives to public activities»
- «Philanthropy strengthens innovative projects and enables them to grow»

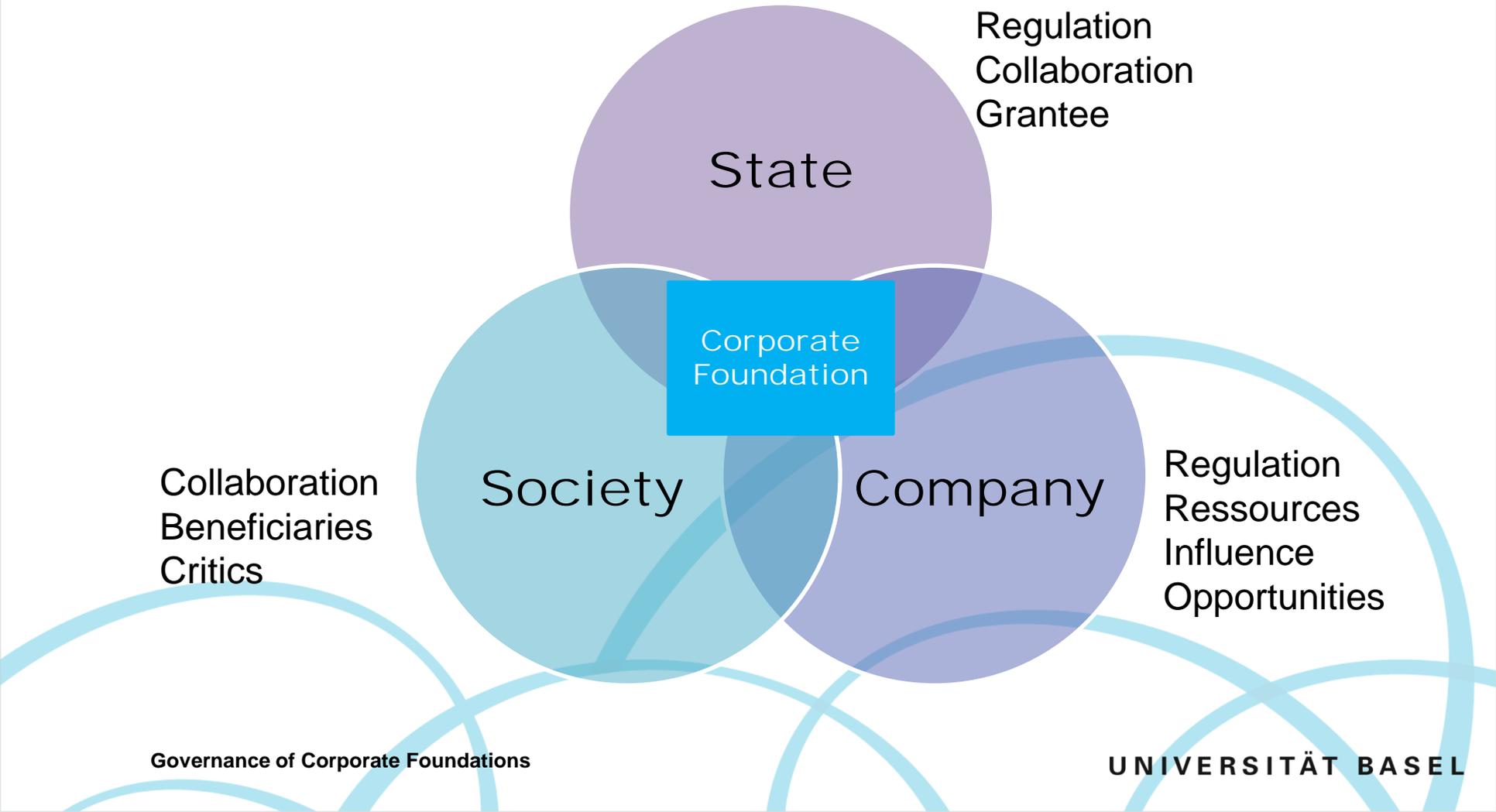
1. Perception of Philanthropy

Dominante Motives of Philanthropy





1. The corporate foundation's environment





2. The corporate context

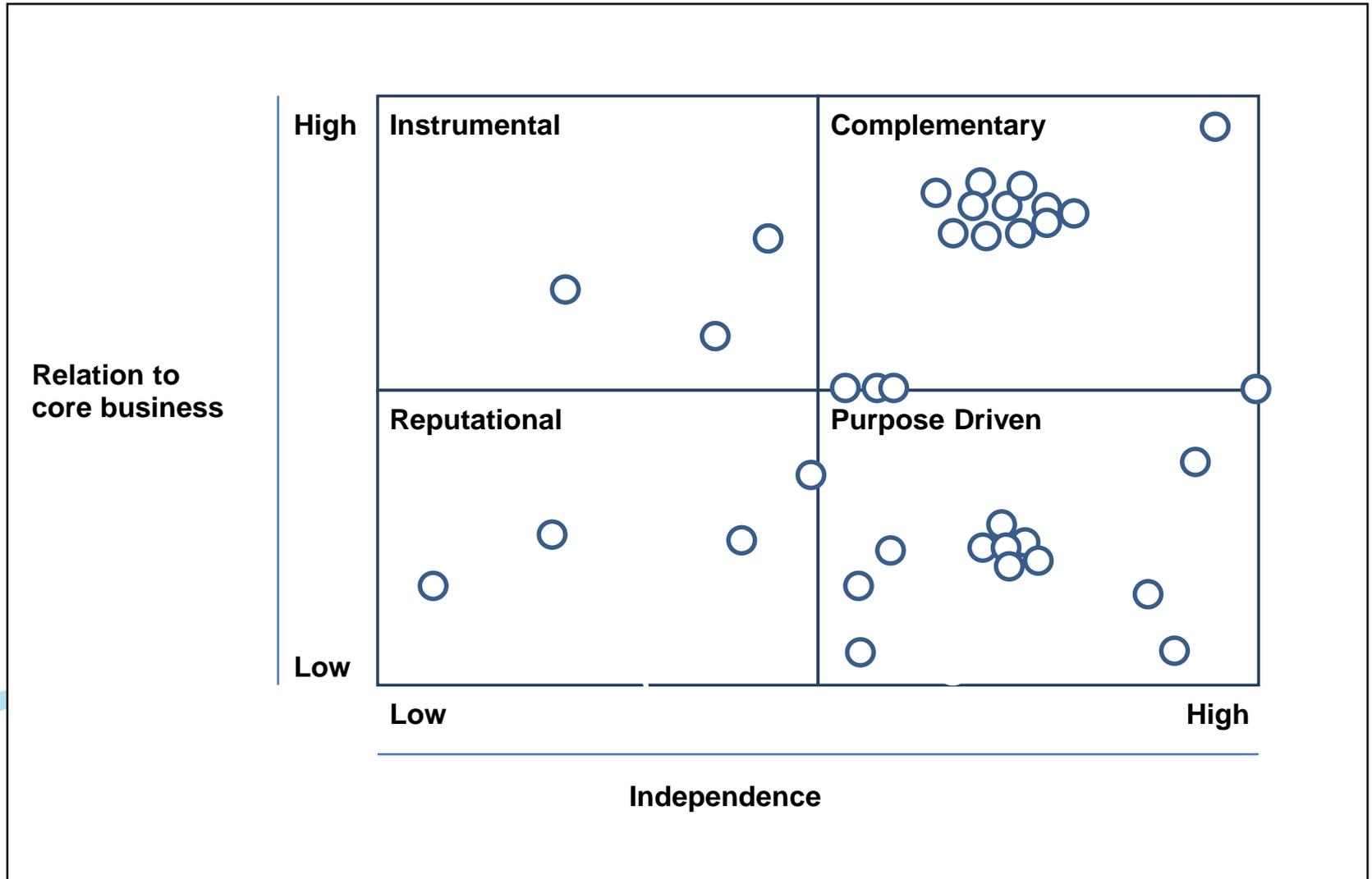
Results from last year's workshop

- Recall: Tool for self declaration on relation to parent company
- DAFNE Meeting in December 2016
 - Presentation of findings
 - Application of model to a larger number of corporate foundations
 - Total of 43 corporate foundations included
- Matrix:
 - **Degree of independence on a scale from 1-4**
 - **Relation to core business as dichotomic criterion**



2. The corporate context

Patterns of corporate foundation governance





2. The corporate context

Patterns of corporate foundation governance

- Take aways:
 - **No dominant model, but preference for more independence by foundation representatives**
 - **Startling importance of complementary model**
- Question for discussion:
 - **How important are the spillover effects from company to foundation (and vice versa)?**
 - **What is in it for the parent company?**



3. The welfare state context

Vodafone foundations



25
years of giving

27
Vodafone Foundations
around the world

£40m
invested every year

delivering public benefit through the application of technology
across the areas of health, education and disaster relief



Vodafone
Foundation

3. The welfare state context

Theory of social origins

- Aim: to understand the influence of the societal and political environment on the structure and activities of corporate foundations in Europe.

		Nonprofit Scale	
		Small	Large
Government Social Welfare Spending	Low	Statist	Liberal
	High	Social democratic	Corporatist

(Anheier and Salamon, 1998; Einolf 2015)

- Differ the 14 Vodafone Foundations in Europe in terms of governance, objectives, payouts and economic importance?

3. The welfare state context

Results

Regime	Liberal	Social democratic		Corporatist					Statist					
Country	UK	NED	IT	GER	IRE	SP	POR	MAL	GRE	RO	HUN	CZ	ALB	TUR
Criteria														
Year of establishment	1989	2002	2002	2003	2003	2002	2001	2003	2002	1998	2003	2006	2007	2007
Board size	11	4	8	8	n.a.	10	4	4	n.a.	7	5	5	5	8
Payouts in 2015 (EUR million)	44.4	0.632	4.4	4.5	0.666*	4.8	1.3	0.230	0.300*	2	0.266*	0.039	0.384	7
Revenue Vodafone Group in 2015/16 (EUR million)	8'428	1'890	6'008	10'626		4'959	973		848					2'959
Public social spending in % of GDP (2015/2016)	21.5	22.0	28.9	25.3	16.1	24.6	24.1	18.2	27.0	14.8	20.6	19.4	nn	13.5
Public social expenses per capita in EUR (2015)	9'595	12'166	7'987	10'494	8'623	5'661	4'470	3'593	4'242	1'114	2'121	2'927	nn	1'102



Vodafone
Stiftung
Deutschland



Nadace
Vodafone
Česká republika

Fundación
Vodafone
España



3. The welfare state context

Vodafone foundations

- Take aways:
 - **No clear influence of welfare state models**
 - **strong corporate strategy superimposes welfare state models**
- Question for discussion:
 - **Where does the state come in?**
 - **How can the state facilitate activities of corporate foundations?**

4. The society context

Building bridges

- Corporate foundation as link between civil society and companies



Community engagement:
Organizing corporate volunteering activities and interacting with local nonprofits



Service delivery:
Providing goods and services for specific groups, i.e. education, sport, culture etc.



Advocacy:
Communication with pressure groups (that do not talk with the company)

4. The society context

Building bridges

- Take aways:
 - **Corporate foundations perform a boundary spanning role and are inclusive for different civil society actors**
 - **Positioning between business and society enables them to build bridges**
- Questions for discussion:
 - **How are corporate foundations accepted among civil society actors?**
 - **Are there opportunities for improvement?**



Thank you for your attention

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