

CORPORATE FOUNDATIONS IN A GLOBALIZED WORLD

Dr. Lonneke Roza & Prof. Dr. Lucas Meijs

Supported by: Dynamics of Inclusive Prosperity



ROTTERDAM SCHOOL OF MANAGEMENT; A FORCE FOR POSITIVE CHANGE

Dean of Faculty: Prof. Dr. Steef van der Velde



CORPORATE FOUNDATIONS: CORPORATE AND CIVIL SOCIETY PERSPECTIVES

Journey towards



The role of corporate foundations in various institutional contexts

- China
- Russia
- United States
- Europe
- South America

Governance and leadership of corporate foundations

- The (in)dependence on associated company
- Three key governance challenges
- Shareholder foundations
- Collective corporate foundations

Stakeholder perspectives

- Impact on beneficiaries
- Non-profit sense making of partnerships with CFs
- The role of CFs in volunteering
- The political nature of corporate foundations



Book:

Publication date: 1 April 2019

Toolkits:

1. Scaling social impact through employee engagement (EVPA)
2. The (in)dependence of corporate foundations (CEPS; also available in Dutch)
3. Governance challenges (RSM, Q2 2019)
4.

Infotainments, reports and brochures:

1. Non-profit sense making (rsm.nl/maatschappelijkebetrokkenheid)
2. Collective corporate foundations (rsm.nl/maatschappelijkebetrokkenheid)
3. Managing logics in Shareholder foundations (RSM, Q1)
4. Contextual factors for corporate foundations around the world (RSM, Q2)
5.

Workshops (W) and Trainings (T):

1. (W) The role of Corporate Foundations in employee engagement
2. (T) Scaling Impact through Employee engagement (11-12 April 2019, EVPA & RSM)
3. (W) Governance challenges of corporate foundations
4. (W) The (in)dependence of corporate foundations
5. (T) Employee engagement and employer branding (RSM, Q3)
6.

New projects, e.g:

1. The influence of the institutional context on corporate philanthropy (supported by Dynamics of Inclusive Prosperity)
2. Research handbook on Employee engagement in Corporate Citizenship
3. Strengthening social impact through business partnerships
4. Strategic Alignment (EVPA, Q2/Q3 2019)
5.

CORPORATE FOUNDATIONS IN A GLOBALIZED WORLD

Prof. Dr. Georg von Schnurbein





Corporate foundations: global trends and regional differences

MINI CONFERENCE: CORPORATE FOUNDATIONS IN A GLOBALISED WORLD

Prof. Dr. Georg von Schnurbein
University of Basel



Overview

1. Researching corporate foundations
2. Alignment of corporate philanthropy to business
3. The business-civil society spectrum
4. Regional differences of corporate foundations
5. Global trends

1. Researching corporate foundations

- Driving research question
 - **#1: How are corporate foundations related to their parent company?**
 - **#2: How are corporate foundations situated between business and civil society?**
 - **#3: What influences the governance and outcome of corporate foundations?**
- Prerequisites:
 - **Perspective of the corporate foundation**
 - **Global perspective (non-US dominated)**
 - **Interdisciplinary approach**

2. Alignment of corporate philanthropy to business

- Strategic Alignment Theory (Chorn 1991)



3. The business-civil society spectrum

Where to position corporate foundations?

Managerial perspective		Societal perspective
Strategic, relation to core business (Porter & Kramer 2002)	dominant logic	Reputational (Westhues & Einwiller 2005)
Individual preferences of top managers (Brammer et al. 2006)	motivations	public expectations to moral businesses (Leisinger 2007)
Desired responsibility (Carroll 1991)	relationship to CSR	voluntariness as distinction to regulated CSR (von Schnurbein et al. 2016)
Independence to parent company (Rumsay & White 2009)	governance and management	Collaboration with other civil society actors (Herlin & Pedersen 2013)
Desired social change is beneficial to company, as well (Godfrey 2005)	outcome perspective	transformation of financial in social capital (Aakhus & Bzdak 2012)

4. Regional differences of corporate foundations

Country/Region	CF Tradition	CF Institutional framework	CF Autonomy	CF Funding
USA	Longstanding, dating back to the late 18 th century	Rather strict legal framework for CFs on federal and state levels	Fairly autonomous, within strict (tax) legislations	Endowments by single source (mostly parent corporation)
China	Young, emerging (since millennium)	Strict legal framework (state level) for CFs	Fairly strictly state supervised, acting in accordance to government agendas	Endowments by single source (mostly parent corporation)
Latin America	Young, emerging (since mid 1980's)	Mostly loose legal framework for CFs with regional differences	Autonomous; (local) Government both as funder and partner	Heterogeneous grant making models
Europe	Emerging since mid 20 th century	Rather loose: few countries set legal boundaries for CFs to have distinct activities from core business	Autonomous	Heterogeneous grant making models
Russia	Slowly emerging since a few decades	Poor institutional framework for CFs, limiting perspectives of CF development	Unknown, although (local) government seems to be partner of CFs	Annual contributions (no endowments). Fully reliant on related company

5. Global trends

Recent developments and new roles

- Corporate foundations are a global phenomenon
 - **Regional differences in perception and function**
 - **Vital link to (local) civil society actors**
- Corporate foundations not restricted to MNCs
 - **Strategic approach for SMEs more necessary**
 - **Instrument of family governance in family-owned companies**
- Corporate (social) responsibility becomes the new normal in business strategy
 - **ESG factors, SDG, consumer awareness**
 - **Where does this leave corporate philanthropy?**

5. Global trends

Recent developments and new roles

- Role as influencer of institutional environment
 - **Strengthening legitimacy**
 - **Boundary spanning role → connecting the dots of business and civil society/ public and private etc.**
- Role as «single point of contact» for civil society actors
 - **Connecting into the company/ advocate for societal issues in the company**
- Role as laboratory and development agency
 - **Antenna for business-society interaction**
 - **Think tank on new trends and technologies**



Thank you for your attention!

Georg von Schnurbein

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HOW TO MOVE FORWARD

Prof. Dr. Jan-Peter Balkenende



THANKING OUR FRIENDS: A CORPORATE PHILANTHROPY JOURNEY

Prof. Dr. Lucas Meijs
Dr. Lonneke Roza
Prof. Dr. Georg von Schnurbein
Dr. Steffen Bethmann



Lucas Meijs
Lonneke Roza
Georg von Schnurbein
Steffen Bethmann

Bridging academia and practice

Joining academics and practitioners

Legitimacy (incl. minor funding) and access to data for academic research questions

Answers to and tools for practitioner challenges

FUN and LAUGHTER

STUDENTS and EMPLOYEES

NPO's and CORPORATE PARTNERS





*It's a bird
It's a plane
It's SUPERMAN*

**Corporate
Foundation**

*With great power
comes great
responsibility*

Corporate Social
Responsibility

*There is nothing you
cannot fix with duct
tape*

*Pete, if you have
troubles, I have
troubles*

Corporate Citizenship





Y&R
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alliander

foundation

The partners of today



European Venture Philanthropy Association: Jamy Goewie, Priscilla Bioardi and Karoline Heitmann



Impact Center Erasmus: Carly Relou and Marjelle Vermeulen



Center for Georg von Schnurbein and Steffen Bethmann van Uni Basel

Dynamics of Inclusive Prosperity

Our journey outcome 1: Dr.



Our journey outcome 2: the CF book



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Let's dream, talk and plan.....

HAVE A GREAT DAY

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