INCREASING CORPORATE VOLUNTEERISM IN THE SWISS NATURE PARK SYSTEM

An Interactive Qualifying Project
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degree of Bachelor of Science

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ABSTRACT

This project looks to increase the number of corporate volunteering events in the Swiss Nature Park system. We provided the research and framework in order to expand the target companies to include U.S. and international companies with operations in Switzerland. We analyzed the cultural and business differences in U.S. and Swiss corporate volunteering initiatives as well as identified trends that will assist in making the volunteering events more applicable on a global scale. We also looked into the process of identifying and approaching these companies as efficiently as possible. In conclusion, we found that the volunteering events could be adapted to include these new audiences with only minor structural changes to the product and process.

ACKNOWLEDGEMENTS

A number of people made an exceptional impact on our project. First and foremost, we would like to recognize our sponsors, Peter Marty and Aline Oertli at Zurich University of Applied Sciences for supporting our team. They provided the framework for us to take this project and make it our own. Our relation to the Swiss Parks Network was primarily through Aline, who works with them as a part-time consultant. We would also like to thank our advisors, Kathi Fisler and Dan DiMassa, for mentoring us throughout the IQP process.

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A NOTE ON AUTHORSHIP

The authorship of this report is the culmination of Evan Bosia, Steven Murphy, Samantha Orosz, and Allison Van Fechtmann's work. Unlike projects where sections are distributed and completed by one member of the team, we incorporated various methods to make sure that we not only generated quality work, but presented the work in one voice. In general, content was generated from both Steven Murphy and Evan Bosia and editing was done by Samantha Orosz and Allison Van Fechtmann; however, every person had an impact on every single document during the writing process. Each person worked on many different sections during the creation of this report, a testament to the diversity and dedication of the team. Though the work was not split "evenly" by a conventional definition, each team member believes we used the ideal system for writing the report, each contributing an equal amount of work.

EXECUTIVE SUMMARY[1]

Our project team, which seeks to address increasing corporate volunteering in Swiss Regional Nature Parks, is made up of four students currently in their third year of undergraduate studies: Evan Bosia, Steven Murphy, Samantha Orosz and Allison Van Fechtmann. Evan studies Mechanical and Robotics Engineering, Steven studies Mechanical Engineering, Samantha studies Biomedical Engineering, and Allison studies Biology and Biotechnology. Combining all of our strengths from different areas of study, we were able to achieve our project goals set forth in our Interactive Qualifying Project (IQP).

The IQP is the cornerstone of the Worcester Polytechnic Institute (WPI) learning experience. WPI has a unique curriculum that requires students to complete third and fourth-year capstone projects. During the third year of undergraduate studies, students complete the IQP, either abroad or on campus in Worcester, Massachusetts. This project has students work in teams of four, and is meant to be outside of the students' major area of study. This interdisciplinary approach focuses instead on the "cultural and social contexts" of fields of study that integrate social science with technology. This learning experience focuses on students' ability to develop lifelong skills that can be used in the workforce and beyond. For example, students conduct weekly oral presentations with their peers and faculty advisors and interviews with business professionals in order to develop oral communication skills. Conducting background research of each global issue encourages students to be able to identify and integrate reliable information

[1] Based on a request from our sponsor, we produced an article explaining both the IQP and our individual project for the school magazine. We replaced the Executive Summary with this publication with the approval of our advisors.

sources into the project. Finally, students learn how to function as a unit by learning to compromise and fostering other strong group dynamic skills.

At these international project sites, students are not only exposed to experiencing life in the workforce, but they face day-to-day cultural differences. During our time in Switzerland, it has been a learning experience to adjust to the language barrier, public transportation system, and even ordering meals in restaurants. During our stay in Zurich, we have received helpful information from our project coordinators, faculty at the University, and Swiss residents we have met all over the city. It has been a pleasure experiencing the city and the fine restaurants, shopping, hiking, observation decks, waterfalls and more. Every weekend the project group has been visiting different cities in Switzerland and the surrounding countries. We have certainly experienced the luxury of a project site in Central Europe where so many countries and cities rich in culture and history are just hours away by train.

Besides traveling on the weekends, we spend weekdays working in the city. Our group has used the wireless internet available at many coffee houses and cafés across the city to discuss project work in a pleasant setting. For a few hours a day, the group meets to discuss assignments, goals, and ideas that will move the project forward. The main objective of our project is to help the Swiss Parks Network better understand and more effectively target U.S. and international based companies in Switzerland. To accomplish this goal, we have focused on two parts of the Swiss Parks Network's program: the Parks Product (the volunteering events) and Parks Program (the overall process used to select and approach companies).

To gain a better understanding of what the Swiss Parks Network offers to companies, we first analyzed the current Parks Product. Part of this analysis involved attending two of the parks volunteering events at the Jurapark Aargau. We also distributed a questionnaire to four

experienced Swiss companies who have participated in these events to help us identify the strengths and weaknesses of the current Parks Product. In order to suggest changes tailored to American and international companies, we performed research focused on the differences between U.S. Corporate Social Responsibility (CSR) and Swiss CSR priorities. We did this by creating case studies that look at the scope of these CSR programs in depth to compare the mostly qualitative information. The research also takes into consideration the different marketing strategies and cultural perspectives between U.S. and Swiss companies.

We also looked into the Swiss Parks Network's process for targeting and approaching companies. We identified factors that may correlate with a higher probability of a company participating in one of these events, such as the presence of employee sustainability training and multiple corporate volunteering initiatives. This information has allowed us to suggest changes that would decrease the amount of wasted resources in the company selection process. One method of determining these factors was through case study research. By analyzing case studies of companies who volunteer often, we identified the attributes that companies have who would be likely to volunteer. The application of these research methods to the Parks Program will help improve the process of identifying potential companies that have a high likelihood of participating. With our suggested improvements to both the Parks Product as well as the company acquisition process, the Swiss Parks Network will hopefully see an increase in companies participating in their events.

Our group has developed into a cohesive unit, helping us to establish clear project goals and standards. As our project comes to an end, we will take away so many great relationships with our sponsors at ZHAW, and leave the Swiss Parks Network with well-researched improvements to the Parks Product and Parks Process.

CHAPTER 1: INTRODUCTION

The overall goal of our project is to assist the Swiss Parks Network in adapting their parks based corporate volunteering event (the "Parks Product") to target international, and specifically U.S. based companies with branches in Switzerland. In order to accomplish this goal, we have sought the answer to our primary research question of how the Swiss Parks Network should best identify and appeal to international and U.S. companies that would be most apt to participate in the Parks Product. Branching off of the primary objective, we were able to address two subsidiary project objectives: identify potential changes to the Parks Product that will increase its viability and marketability to international and U.S. companies, and streamline the current process (the "Parks Process") the Swiss Parks Network has in place to select prospective companies to participate in the Parks Product. By setting clear research goals and objectives, our team was able to provide the Swiss Parks Network with helpful improvements to the presentation of the Parks Product and the Parks Process.

Our sponsor, the Swiss Parks Network, is an NGO that provides a variety of events, news stories, maps, information and more involving the Swiss Parks System. They are looking to expand their corporate volunteering program in parks to international and U.S. companies and have requested our team to suggest improvements to the Parks Product and Process that would make the parks event more appealing to these companies. In order to better understand the Parks Product, our team conducted background research on the Swiss Parks System, why companies in the U.S. and Europe volunteer, corporate social responsibility (CSR) practices, NGOs in Switzerland and in the United States, and the benefits of volunteering in parks. We found that there are three types of Swiss Parks set forth by the Ordinance on Parks of National Importance;

national parks, regional nature parks, and nature discovery parks. The Swiss Parks Network provides corporate volunteering events in the regional nature parks because of the combination of nature preservation and local economy.

Through the use of background research, and attendance of two corporate volunteering events in a regional nature park hosted by the Swiss Parks Network, our team was able to identify the key features and strategies of the Parks Product. The Swiss Parks Network identifies this event as a hybrid volunteering event. This means that the event not only includes employees volunteering their time to complete a task, but involves multiple opportunities for employee bonding and socialization while learning about the local agriculture and flora and fauna. The park provides locally sourced food and drinks, prepared on site, and the opportunity for employees to learn how to be environmentally conscious in their everyday life.

A large part of understanding the Parks Product and how to make this event appealing to international companies was the concept of CSR in international and U.S. companies. In order to understand this concept, we collected data from published corporate responsibility (CR) reports. We analyzed certain aspects of these CR reports such as number of diversity of corporate volunteering outreach efforts, presence of employee driven CSR governance committees, employee sustainability training and more. We chose these aspects of CR reports based on how relevant they were to the understanding of the Parks Product. For example, we deemed that because the Parks Product involves employee team building and satisfaction surveys handed out at the end of every event, the Swiss Parks Network would like to appeal to companies that value employee input and satisfaction when choosing a volunteering event to engage in. We also used data collected from a questionnaire sent out to companies that have relationships with the Swiss Parks Network to learn more about the companies' opinions of the Parks Product and Process.

We then organized all of our notes and findings into a large excel sheet (attached) to help our sponsors understand which characteristics of a CR report we found to be most relevant to the Parks Product.

Using research on the differences between American and European CSR programs and CR report characteristics, our team was able to identify a list of common trends among companies so that the Swiss Parks Network can identify how to make the Parks Product appealing to a variety of companies. Some of these characteristics of companies that would be more likely to volunteer include the presence of employee involvement in selecting CSR initiatives to investigate, a local governance programs at branch locations, and a way to consider different cultures when addressing global CSR initiatives on site. We organized this information into a hierarchical chart that arranges these characteristics in a format that is easy for the Swiss Parks Network to adapt to different companies even after we leave Switzerland.

With this information and framework, the Swiss Parks Network will be able to expand their program to target U.S. companies in Switzerland before other NGOs. Ultimately, this will increase corporate volunteerism in the Swiss Nature Park system, and more broadly, volunteerism and cultural awareness in Switzerland.

CHAPTER 2: LITERATURE REVIEW

Our team sought to assist the Swiss Parks Network in expanding their corporate volunteering program to more effectively understand and target international companies based in the United States. Regional nature parks are areas designated to promote sustainable business and enhance public awareness of nature and landscape (Swiss Federal Council, 2015), most comparable to national parks in the United States. We researched corporate social responsibility (CSR), company motivations for volunteering, non-governmental organizations (NGOs), and the park system to gain understanding of the parties involved in these volunteering events and how they individually benefit from volunteering. Using this research as a base, we were able to make helpful suggestions to the Swiss Parks Network in making their Parks Product appealing to American companies.

2.1 Corporate Social Responsibility (CSR)

"CSR [Corporate Social Responsibility] is nothing new at a conceptual level; business has always had social, environmental and economic impacts, been concerned with stakeholders, be they the government, customers or owners, and dealt with regulations (Dahlsrud, 2008)." That being said, CSR has become an increasingly essential element of business over the last fifty years. With an increased awareness of environmental sustainability, the initiative to implement and grow CSR is becoming a cornerstone of good business practice. With this growth in mind, increasing the corporate volunteerism in the Swiss Nature Park System requires an understanding of businesses' corporate social responsibility.

Corporate social responsibility has a variety of different definitions and perspectives that dictate its application to the business sector. In a study of 37 different definitions of CSR,

researchers found that virtually all (97%) definitions of CSR relied on at least three of the following aspects. In another light, these areas can be considered the five primary attributes of CSR (Dahlsrud, 2008).

Environment: protecting nature as an object of value

Social: relationship between the corporation and the community, including local social concerns

Economic: positive financial benefits of CSR

Stakeholder: benefits for employees and investors

Volunteerism: actions valued for their own sake (ethical values)

Together these five focus areas make up almost all CSR programs, although different companies focus more on certain aspects of their individual CSR programs. These focus areas grow to be the driving motivation behind a CSR program and are an essential aspect in increasing volunteerism in the Swiss Nature Park System. While CSR has been around for many years, "in the 1990s, the CSR concept transitioned significantly to alternative themes such as stakeholder theory, business ethics theory, CSP, and corporate citizenship" (Carroll, 1999). This transition is indicative of the ever changing and growing role that CSR plays in the business world. The Dow Jones Sustainability Group Index (2000) looks to define companies with their CSR programs "that [aim to increase] long-term shareholder value by integrating economic, environmental and social growth opportunities into its corporate and business strategies" (Chatterji and Levine, 2006). The differences in CSR definitions leaves the concept up to debate in the academic and business worlds.

Corporations commonly practice CSR through volunteering or donations in support of environmental, social, or economic causes. Corporate social responsibility is used by companies to showcase their efforts towards a better community outside of standard business practice. The

manifestation of CSR as volunteerism is the primary focus of our project, though all of the other main aspects listed are also highly applicable to the Parks Product. In order to understand the volunteering aspect of CSR, it is important to understand the motivations behind corporate volunteering.

2.2 Motivations for Volunteerism

Central to our project is understanding what motivates a company to engage in corporate social responsibility, specifically in the form of participation in corporate volunteerism. These motivations can be categorized into three reasons to engage in CSR: to generate profit, to conform to the ideals of stakeholders, and to solidify corporate identity (Maignan & Ralston, 2002). Generating profit and conforming to the ideals of stakeholders are two goals that can generally be achieved through the same process, as companies can benefit financially from engaging in CSR events by way of stakeholder[2] approval. "CSR can be viewed as an instrument useful to help achieve its performance objectives defined in terms of profitability, return on investment, or sales volume" (Maignan & Ralston, 2002). By practicing social responsibility in the form of corporate volunteerism, a company can appeal to the stakeholders while generating profit and improving their reputation. There has been a shift to incorporate social responsibility to "move from the shareholders wealth to a multi-stakeholders welfare target" (Becchetti et al.). This means that companies are not only focusing on how their corporate decisions will affect the stock, but also how to keep all parties engaged and happy.

[2] *Stakeholder* is a general term that can be applied to any one entity that has an interest in the company; they can include: shareholders, non-governmental organizations, business partners, lenders, insurers, communities, regulators, intergovernmental bodies, consumers, employees and investors (Hohnen, 2007).

Good CSR can display the moral and altruistic part of the business. Giving back to the local community reinforces the idea that the company is active in the community, and can positively influence perceptions of the company (Maignan & Ralston, 2002). The areas where companies will be volunteering in the scope of our project have regional economies as well as environmental, meaning that the volunteerism will have both environmental and economic benefits. This will strengthen the fact that the company is giving back to the local community.

CSR is commonly used as a financial tool with positive market value. Through increased marketing of CSR practices, companies may notice increased sales, enhanced corporate image, and an overall increased appeal to consumers. People are more likely to purchase products from companies they have a positive perception of, rather than companies they dislike. In addition, results from a survey done in 1994 reveal that "66% [of respondents] said they would switch brands to support a cause they cared about," which is a very telling statistic on the influence of corporate social initiatives and the importance they hold to the general public (Kotler & Lee, 2004).

The effects of CSR are not limited to finance, but also have a positive impact on employees and stakeholders. In research done for Barclays Bank in England, 61% of the managers noticed an increase in staff communication and 58% noticed increased staff leadership after a corporate volunteering event (Institute for Volunteering Research, 2004). One study mentions the effects of successfully matching a cause represented by a non-profit or non-governmental organization (NGO) important to the employees. This study shows that employees who have felt like they have contributed to a valuable cause have been more engaged in their regular roles at work. (Caligiuri, Mencin, & Jiang, 2013). CSR also affects employees' opinions

on their workplace. Another study found employees are 38% more likely to express pride in their workplace if their company has a strong volunteer program (Kotler et al., 2004).

Increased employee pride can have an influence on hiring the next generation of talent. According to recent studies, potential employees are attracted to companies with a strong passion for giving back to the community in the form of a successful CSR program (Caligiuri, et al., 2013). Many company websites feature a tab that takes the visitor straight to their most recently published corporate responsibility report which features different aspects of a company's CSR program, including sustainability efforts in the office and beyond, corporate volunteering partnerships, and employee support programs. Prospective employees have noted the importance of CSR programs over the past decade (Kotler et al., 2004).

Differences between United States and European Corporate Social Responsibility

In the United States, the practice of social responsibility is emphasized in companies' reports to the general public and to their stakeholders. "U.S. corporations [have] long made explicit their attachment to CSR, whereas European business responsibility has tended to be more implicit" in their CSR programs (Matten et al., 2008). This means that while American companies are very forthcoming and eager to show their CSR program to the general public, European companies—though they feel CSR is important—do not feel the need to advertise their CSR programs. Recently however, European companies have been changing their strategy to match what the U.S. has been doing for a number of years (Matten et al., 2008). This is important to note for our project because Europe in general is making this transition toward wanting to advertise more about their social responsibility.

As an article in *The Academy of Management Review* shows, there are a number of differences between the United States and European countries that play a major role in the how

corporate social responsibility impacts the resident companies. These include but are not limited to: political, financial, and cultural systems. The U.S. government is much less involved in corporations whereas in Europe there is a much stronger government presence. In the U.S. model, companies have to be forthcoming with their shareholders as it affects the stock, where many companies get most of their financial backing. While information on U.S. companies' CSR reports may be more easily accessible, this could just be because they are required to be more forthright with their information so they can have it readily available to their shareholders. The mindsets of the two cultures vary widely, although it might not be initially noticeable on the surface. Americans are much more willing to be philanthropic and are more skeptical about the government. This is markedly different from the European view that has a much stronger reliance on major groups of power. This means that American employees and companies view it more as their civic duty to volunteer or at least give back to the community in some way, which could make it easier to set up volunteering events with American companies (Matten et. al, 2008).

Another major difference between the United States and European CSR models is where the focus on the bottom line terms lies. In American companies, there is more of a focus on the financial benefits from CSR initiatives, whereas European Union companies look at both the financial benefits and sustainability possibilities (Hartman et al., 2007). While sustainability is also important to US executives of large corporations, they are more interested in how they can profit long term.

2.3 Non-Governmental Organizations

The Swiss Parks Network is acting as a non-governmental organization (NGO), so it is important to understand how these organizations operate. An NGO can "refer to all organizations that are neither an official part of the government nor a private, for-profit enterprise" (Yaziji, et al, 2009). These organizations support and bring attention to a variety of causes ranging from public health, to the environment, to humanitarian issues (Caligiuri et al., 2013).

NGOs can arise from social movements and are described as social purpose NGOs. These types of NGOs focus on directly impacting the clients that their social purpose serves. Some examples of these social purposes are when ethnic minorities are threatened with genocide and when women are denied access to certain civil rights (Teegan, et al, 2004). Social purpose NGOs serve as representatives of decision-making and advocates for their causes. As shown in case study research described in the following paragraphs, many large corporations work in tandem with social purpose international NGOs to focus on popular sustainability and humanitarian issues. These social purpose international NGOs are independent institutions created under national private law, pursuing goals of international public utility in at least two countries (NGO Service, 2014).

NGOs have recently grown to include expansion into business ventures with corporations to fund different projects. The growth of NGOs is very beneficial to these large corporations because they are able to fill the void "where firms have not met consumer and citizen needs." (Hildy Teegan et al, 2004) This can contribute to the growth of positive PR if corporations choose to engage in CSR initiatives that pique the public's interests in the corporation's partnerships with NGOs that are of interest to international attention. In many occasions, the NGO is the direct recipient of a company's volunteering programs and donation efforts

(Harangozó & Zilahy). Relevant to our project, the Swiss Parks Network is playing an essential role in bridging the gap between companies and volunteer sites.

Some common ways a corporation interacts with an NGO are through charitable contributions and corporate partnerships (Husted, 2003). A charitable contribution is the process whereby a corporation donates money to an NGO to fund an initiative or project run by the NGO. This process involves an NGO submitting a formal request to a corporation followed by the company donating a reasonable amount to the NGO according to the project necessities. This formal request, sometimes called a cost-share agreement, involves both the NGO and corporation negotiating how to split the cost to fund a project. For example, the Odebrecht Foundation in Brazil gives approximately U.S. $6.2 million yearly in financial support to nonprofit organizations that develop and implement educational programs designed to improve the quality of adolescents' lives (Husted, 2003). NGOs have the ability to influence consumer decisions and opinions of a company, so it is very desirable to companies to pair with an NGO; especially one that matches employee and executive outreach program interests (Caligiuri, et al., 2013).

In a collaborative/corporate partnership, a corporation and NGO work as equals to produce a framework for a company's CSR initiative that satisfies both entities' needs. The ultimate goal of a corporate partnership is to create a plan that is economically beneficial for the corporation while also supportive of the NGO, whether by producing volunteers or funding to support a project.

Corporations and NGOs can further adapt their business models to form partnerships in different sectors of the corporation including market research; research and development; procurement and production; and distribution and marketing. NGOs and corporations each have separate business models, but when these two incomplete business models are joined together,

each side of the partnership can benefit greatly from the other's knowledge, resources, and experience. Using these "combinative capabilities," NGOs and corporations can achieve the economic and social standards they each seek to achieve. For example, local NGOs (especially those in developing countries) typically have staff who have the knowledge, understanding, and experience with the cultural specificities and will able to communicate this to the corporation that is trying to develop a market for its product. Without the cultural and local knowledge of the area from the NGOs, large, multinational corporations would not have the insight to develop a technical product suited to the area they want to launch the product in. Similarly, the NGO would not have the financial or technical support to create a product specific to that region (Dahan Do et al, 2010).

Based on research from case studies, American NGOs are often depicted as an equal partner with companies in business, sustainability, and humanitarian ventures. Similarly, international NGOs commonly work in tandem with corporations to develop a project that can satisfy the goals of both the corporation and the NGO. According to the Swiss Agency for Development and Cooperation (SDC), there are two forms of cooperation in how the corporation and NGO conduct business. First is through a mandate in which the company develops a project or program that the NGO will implement and see through at a localized project site. Second is through a contribution in which the corporation directly funds a project that is only carried out by the NGO. In a contribution, the company does not have any say in the planning or executing of the project. Corporations in Switzerland may also want to engage in an institutional partnership in which corporations align with autonomous Swiss NGOs that "have a long term track record in terms of performance, competencies and capacities, substantial knowledge, [and], that are firmly anchored in Swiss society" (SDC, 2015). There are few strictly American NGOs that form

partnerships with large scale companies, but in Switzerland, from this article, it seems that corporations and other governmental organizations such as the SDC value autonomous NGOs that have a strong background in Swiss culture.

Corporate partnerships require frequent and clear communication from both the corporation and the NGO. In order to foster an effective partnership, the corporation (investors included) and the NGO should set long and short term goals that benefit all parties. All parties should be aware of the financial implications of the partnership and be prepared to understand the costs of volunteering, employee training, and resources involved to execute a successful project. These are just some of the suggestions put forth by the International Association for Volunteer Effort to maintain a successful corporate partnership. These suggestions will be helpful in understanding the compromises that international NGOs and large-scale corporations make to cultivate a healthy corporate partnership.

Based on case study research, large-scale international companies rely heavily on NGOs to address humanitarian or sustainability concerns raised by stakeholders. In the 2014 Sustainability Report published by Coca Cola, every CSR initiative described has a corresponding paragraph that details corporate partnerships that help Coca Cola to accomplish its CSR goals. For example, Coca Cola details their approach, progress and partnerships to address the global issue of women's economic empowerment. The partnerships section details the company's "signature global partnership with the UN" to provide the UN with the funds to reach the UN's project goals "while also capitalizing on Coca Cola's global value chain and brand expertise." In working with large corporations, NGOs are provided funding, resources and support to pursue many different CSR initiatives around the globe. It is important for the corporation to understand that in partnering with an NGO, it may require "product donation,

advocacy and financial investment," but the positive repercussions from the external advertising campaigns and published CR reports have the potential to positively affect the corporation's brand and image.

The relationship between the Swiss Parks Network and participating companies is essential to increasing corporate volunteerism in the Swiss Nature Park System. As the NGO, the Swiss Parks Network has certain duties and responsibilities, especially when it comes to working with U.S. companies that are used to this set role for NGOs. We further developed the idea of NGO relationships in order to understand the expectations going into these relationships. It provides the background context for all decisions moving into the future.

2.4 The Value of Parks

The first national park in Switzerland was established in Engadine in 1912 by Fritz and Paul Sarasin, Carl Schröter and Steivan Brunies (Parc Naziunal Svizzer, 2015). The founding fathers also formed the Swiss Society of Protection of Nature (now known as Pro Natura) in 1906 to further protect land from the beginning of the Industrial Revolution (Pro Natura, 2015). The next major move to expand the National Park System was in 2007 when Federal Parliament revised the Nature and Cultural Heritage Act (NHG) (Swiss Parks Network, 2015). The NHG included new legislation called the Ordinance on Parks of National Importance, which allowed for the creation of parks throughout Switzerland.

Regional nature parks in Switzerland are the center of our project, as these parks are where the volunteering events take place. These parks are included within the Swiss Parks Network, a collection of nineteen parks throughout Switzerland. Sixteen of these parks are currently operational, with three currently up for evaluation. According to the Swiss Parks

Network, a park is defined as having a “high natural and scenic value,” is supported by the community, and “promotes sustainable management” (Swiss Parks Network, 2015). The nineteen parks are divided into three distinct types: national parks, nature discovery parks, and regional nature parks. Most of the parks fall under the regional nature parks type, given the strict requirements to become a Swiss National Park. Regional nature parks are most similar to national parks in the United States, as they combine nature preservation with regional economy support. The creation of the parks in Switzerland was governed by an ordinance created by the Swiss government in 2007 (Swiss Federal Council, 2007).

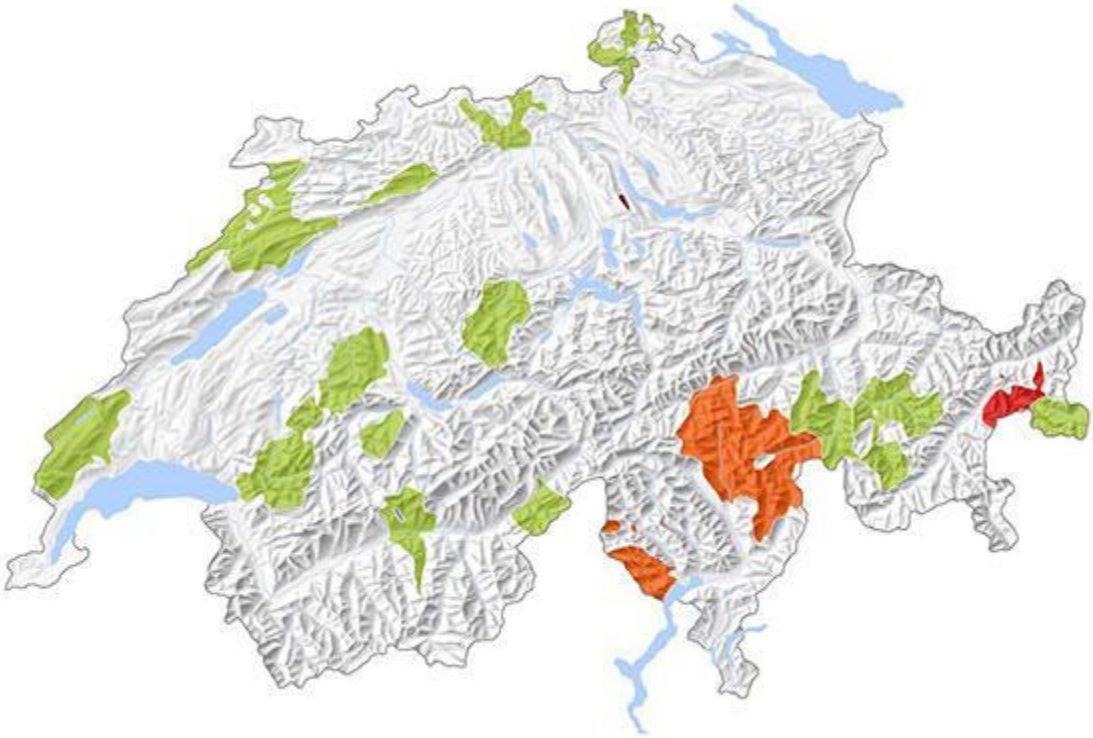

Figure 1: Swiss Parks Map

Regional nature parks (the green areas in Figure 1) promote sustainable business and enhance public awareness of nature and landscape (Swiss Federal Council, 2015). These parks are considered by the Swiss Parks Network to be “exceptionally beautiful landscapes with an

abundance of natural habitats [...] rich [in] species of flora and fauna" (Netzwerk Schweizer Pärke, 2015). The regional nature parks are located in primarily rural areas in which they blend into the well preserved natural landscape. One of their focal points is that the buildings and town blend into the park and add to the ambiance of the regional nature park. The community as a whole essentially converts their township into a part of the park.

The economies of these towns are in turn supported by the park. Many of the towns are focused on agriculture, meaning there are regional products produced by the towns. The local economy is supported in this type of park through the marketing of local business and services. Tourists are able to take full advantage of everything nature has to offer in a regional nature park, including being able to enjoy a sense of community by being exposed to the local economy. In a research study conducted in UNESCO Biosphere Entlebuch (a regional nature park outside of Lucerne, abbreviated as UBE), it was found that visitors spend on average CHF 17 on local agricultural products, with 30% doing so to support local business (Knaus Florian). The annual tourism report for Switzerland found the visitors to UBE to be bringing twenty million Swiss Francs to the park, as well as six million Swiss Francs to the Entlebuch region. This accounts for about "six times the amount of the invested public funds (federal, cantonal and municipal)" (Swiss Parks).

The large number of tourists drawn to these parks drives other benefits of the parks. In the 2014 Annual Visitation Summary Report for the National Park System in United States, it was found that the U.S. Park System hosts over 292 million visitors annually in the 400+ National Parks. The Swiss Park Network also has a large draw of visitors, displayed in Figure 2 (Annual Visitation Summary Report, 2014).

Studie	Park und Gründungsjahr	Parkbesuchstage resp. Gästefrequenz	Besucher mit grosser Park-Affinität[1] %	Wertschöpfung in Mio CHF[2] pro Jahr			Grösse in km²
				direkt	direkt und indirekt	direkt, indirekt und induziert	
Küpfer (2000)	Schweizerischer Nationalpark (CH); 1914	546 000	42			19,3[3]	169
Backhaus et al. (2013)	Schweizerischer Nationalpark (CH); 1914	544 000	35			19,7	173
Backhaus et al. (2013)	Naturpark Biosfera Val Müstair (CH); 2010	80 000	12			3,8	198
Knaus (2012)	UNESCO Biosphäre Entlebuch (CH); 2001	600 000	16			5,2	400

Figure 2: Table of Park Guest Frequency

This large volume of visitors annually means there is a lot of exposure to the protected environments, as well as the educational programs offered in the parks. The parks also promote health and wellness. When visitors spend time in the parks exercising and relieving stress, they benefit from the health benefits that are linked between spending time outdoors and psychological and physical wellness (Maller et al., 2009).

Volunteering and Parks

Volunteering can improve the environment and the local economy, thereby increasing the value of the Swiss parks. In 2005 the National Park Service reported there were 5.2 million volunteer hours donated to the parks at an estimated value of $91.2 million (National Park Service, 2015). This equates to a rough value of $17.5 per volunteer hour given to the parks. The Swiss Parks Network estimates an added value of CHF 288 per volunteer during their volunteering events, through expenses paid by the companies as well as the value of the work. The value of the volunteering work itself was reported to be CHF 136 per volunteer per event, assuming an eight hour event approximates to CHF 17 per hour which is similar to the United States. There was a total of 1615 volunteer hours organized by the Swiss Parks Network in 2014 (Appendix C).

With an increase in cash flow to the area, the businesses can profit from the economic stimulus. The socioeconomic benefits for both the park and the companies can be attributed to an

increase in the value of the parks. When the companies lend their employees to volunteer to improve the state of the parks, the aesthetic value increases, which leads to more tourism in the area. The company's employees could also become future tourists. It was found that 66.1% of participants of the Swiss Parks Network volunteering program stated they were made more aware of parks in Switzerland (Appendix C), something that could lead to future visits or more awareness of regional products.

Conclusion

Overall, the research in corporate social responsibility and the motivations for a company to participate in a volunteering event provide the background knowledge the Swiss Parks Network will need before approaching companies. Understanding how NGO relationships factor into corporate partnerships is the first step in adjusting the Swiss Park's Network appeal to international companies. Research plays a vital role in predicting future trends and changes moving forward. It also enables future development into areas of interest. It is important to have significant backing for any major changes, so the suggested improvements are supported on both a theoretical and practical level.

CHAPTER 3: METHODOLOGY

The goal of this project was to assist the Swiss Parks Network in improving their corporate volunteering program by providing research to help them gain a better understanding of international companies (with a particular focus on United States based international companies); and suggest changes to both the method of approaching prospective companies and the Parks Product itself to better appeal to these companies. In order to approach this project, we broke the main goal into two areas to achieve the primary goal: the volunteering program the Swiss Parks Network is offering to companies (Parks Product), and the process the Swiss Parks Network uses to target companies (Parks Process). The two focus areas were broken down into multiple research objectives to accomplish these sub-goals. These objectives were crafted to analyze both the both Parks Product and Parks Process to determine what improvements could be made based on research. In this section, each focus area will be broken down into its research objectives, with explanations of research objectives and the methods used to fulfill them.

3.1 Parks Product

Our goal was to determine the key features of the Parks Product to identify any areas of improvement. In order for us to accomplish this, we first needed to understand what the Parks Product entails.

Objective 1: Understand the key features of the Parks Product.

We attended two corporate volunteering events to gain an understanding of the volunteering event process in order to find areas of improvement. Following these events, we created in depth case studies that documented the events of the day as well as our observations on team building, group reactions, the event's temperament, the distribution of breaks, business

applicability, and other areas of interest that arose throughout the day. We were able to get an idea of what features were emphasized in the Parks Product through analysis of these events.

We decided to attend the volunteering events, as opposed to simply analyzing the events through literature-based research, for a number of reasons. By participating in the volunteering events, we were able to gain a more detailed understanding of what aspects of the events were emphasized. We were also able take the social and environmental aspects of the event into account, something that would have been impossible to accomplish based on the literature-based research alone. We were able to witness firsthand the social interactions of the attendees and park rangers as well as the environmental education that takes place at these volunteering events. It was very helpful for us to get the full volunteering event experience to apply to our primarily theoretical research based project.

Another method that we used to understand the current Parks Product was gathering information from Aline Oertli, the primary consultant for arranging volunteering events for the Swiss Parks Network. Ms. Oertli gave our team a number of pamphlets and showed us the presentation that the Swiss Network of Parks uses to approach prospective customers. After discussing the Parks Product with Ms. Oertli and reading through this information, we were able to better understand the context of the Park's Product by analyzing these discussions and documents. In order to be able to suggest changes to the event, it is first necessary to understand all aspect of the current event as well as the difficulty of changing the event to better appeal to U.S. companies. The Swiss Parks Network had social, economic, and political documentation for the park system which helped us to have a better grasp of the depth of the nature park system and how the Parks Product fits into it.

Objective 2: Gain feedback from previously participating companies.

To supplement our understanding of the Parks Product, we sought feedback from a few of the companies that had previously participated in volunteering events. The information provided by this feedback was targeted towards the areas of potential improvement, and less on the background of the Parks Product.

To obtain feedback from the previously participating companies we created a questionnaire which was then distributed to four companies, two of which had not yet attended an event but were scheduled to do so and two who had attended. The questionnaire was focused on potential improvements that could be made to the program, ranging from total cost to how the events are organized. Additionally, there were questions on how the company intended to benefit from the event (See Appendix B). Even though the small population of companies receiving the survey negated any statistical significance that could be gained from the responses, we were able to gather additional input on the Parks Product that provided real world application to some of the trends we discovered.

We chose to use a questionnaire for this research objective for a number of reasons. Questionnaires are an efficient method of data collection from multiple sources. We also knew we could expect a 100% response rate given our sponsor's close relations with contacts within these companies; this removed the common detriment of low response rates to questionnaires. The primary role of the questionnaire was to supplement the analysis of the parks event with data from companies that have already participated in at least one volunteering event.

Interviews would have been the more logical data collection method compared to the questionnaires given the small sample size; however, our sponsor expressed disinterest in having us interview previous participants. The Swiss Parks Network has built strong personal relations

with contacts within these companies. We decided to use a questionnaire to gather necessary information as the next best research tool available to us.

In addition to the small sample size, we were limited by a number of other factors. The language barrier was a concern, as well as the relatively new creation of the Parks Process. The largest limiting factor for the sample size was the nature of the relationships our sponsor had with these companies. Given the expected 100% return rate as well as the specific questions we were targeting, we felt the questionnaire was still a viable supplement to our research.

Objective 3: Identify what features of CSR programs appeal to International American companies.

We looked into what features of CSR programs appeal to international American companies to generate improvements focused on these entities. Our sponsor expressed interest in specifically targeting international American companies, so it was logical to research what these companies look for in a CSR program in order to generate suggested improvements.

The primary method we chose to approach this research objective was by doing case study based research. We used a combination of shorter, more generalized case studies to cover a large variety of companies, as well as in depth case studies on a select few. We chose to use the two-tiered case study style of research to determine common characteristics of companies that were likely to devote resources to CSR programs. Using the research style of broad case studies, we were able to cover a larger number of companies than if we had limited our research to in depth analysis. We were also able to target a short list of characteristics we defined, making the development of trends among these companies clear.

The bulleted case studies were used to look for trends in the companies' CSR reports, specifically what were the shared factors in companies with strong backgrounds in corporate

volunteering. These companies were selected because they were the top ranked companies on Forbes Most Sustainable Companies, Forbes the Companies with the Best CSR program in the world, and Forbes Fortune 500 Companies. Selecting the companies in this method gave us a wide variety of information that enabled us to see trends of successful and modern CSR programs. By selecting companies in this manner, we really focused on companies with strong CSR programs, which we determined to be more likely to participate in volunteering events. Convincing a company to create a CSR program is outside the interest of the Swiss Nature Park system, so one of our primary goals is to identify companies with a pre-existing CSR program. With these model CSR programs, we had the ability to look closer into what social causes the companies seem to gear their volunteering events towards. We were able to determine the current trends of CSR practices as well as how to identify characteristics of a viable target company for the Parks Product using this information.

3.2 Parks Process

In order for us to generate any improvements to the company targeting process of the Swiss Parks Network, we first needed to understand how they approached prospective companies.

Objective 1: Understand the marketing strategies of the Parks Product.

We analyzed the system of contacting companies at the Swiss Parks Network to understand what marketing strategies were being implemented. This process involved examining the initial email our sponsor used to reach out to companies, as well as analysis of brochures and other documents used in a similar manner. By comparing the process to widely accepted U.S. marketing strategies, we were able to identify potential weaknesses in the process when

approaching U.S. and international companies. We were able to offer improvements to better cater to American and international companies.

In order to better understand the thought behind the Swiss Parks Network marketing strategies, we consulted with Ms. Oertli. Though undocumented, the key to the conversation was the fact that the Swiss Parks Network was fully aware of different marketing strategies and had information appealing to many different audiences. That being said, Ms. Oertli is active in determining what area to focus on when advertising and approaching companies. This information was used to focus our project not on creating the park-side content since it already existed, but rather the best theory for approaching these companies.

We chose to use simple analysis for this research objective as it was the most efficient way to get the necessary background information to proceed. We needed to understand the process the Swiss Parks Network used to target companies, so looking at their processes was the most logical step.

Objective 2: Identify the best way to determine if companies would be interested in the parks product.

Finding the best way to determine whether or not companies would be interested in the Parks Product provided improvements to the targeting process used by the Swiss Parks Network. By determining what companies are more likely to volunteer, we were able to suggest improvements to refine the targeting process.

We chose to use our case studies to look at the trends that appeared. From these trends, we were able to determine which companies had the highest probability of participation in a Parks Product. The main factor we looked at for this was the strength of each company's CSR program; we defined strength of a CSR program through third-party ranking systems (e.g.,

Forbes Most Sustainable Companies, Forbes Fortune 500 Companies, Dow Jones Sustainability Index). Companies with well-established CSR programs were in the economic and social position to volunteer, so we analyzed the common characteristics among these companies to further identify characteristics that may be used to identify companies to approach with a volunteering event.

Specifically, these case studies focused on four areas of a company's CSR program. First we obtained basic background information of the company, such as the company location and type. This information was used to categorize the types and business values of companies participating in CSR, which is a potential avenue for both comparing companies and for framing a relationship with the park. The second area of focus was the outreach of the companies. In our breakdown of the company's outreach, we researched whether the company volunteers or donates money as well as determined the representation of the value of sustainable practices. With this information, we attempted to derive the importance of company size and resource commitment to the likelihood that they volunteer in events similar to the Parks Product. This also helped on a secondary level of understanding the direction that CSR is moving towards —whether frontrunners of CSR are focused on physically attending events or donating money to specific types of charities.

The third section of each of these case studies focused on the management of each company. We observed the importance of employee relations, stakeholder involvement, and employee satisfaction in each company's published documentation. We analyzed the employee relations to determine whether companies tend to highlight certain qualities when selecting events as well as determine if the management has the ability and is willing to invest resources on employee growth. In a similar light, stakeholder interaction should reveal how involved the

stakeholders are in driving corporate action, which in turn allowed us to analyze whether appeals to stakeholders are a viable strategy for expanding the Parks Product. Finally, employee satisfaction was a major area of interest for this product since a major focus on employee happiness across CSR leaders would allow for the Swiss Parks Network to target employee satisfaction as a major outcome of the parks events. The area of management also provided some insight as to how a U.S. and Swiss companies differ on a managerial level.

The fourth and final section of each case study focused on the company's marketing. This focused on both the external focus on individual events as well as the way that volunteering is presented. One of the major trends we searched for was the use of individual brands in these marketing campaigns. This use of volunteering for advertisement purposes allowed us to better understand the importance of the ability to advertise an event to actually picking an event. We also looked at the ease of accessibility of the report as a way to weigh how important a company's CSR program is. Furthermore, we looked at greenwashing and its implications based on the marketing strategies used.

Much like the research objective "Identify what features of CSR programs appeal to American or International companies", case studies were the most logical choice. Due to the lack of accessibility to senior contacts in U.S. companies in Switzerland, a lack of adequate time to build long-lasting relationships, and our sponsor's desire for background research, case studies provided a method of combining both research on corporations and prediction of future trends. The research question lent itself to identifying trends of companies with well-established CSR programs and case study research fulfilled this need.

Objective 3: Identify what likely participating companies would prioritize in a parks event.

We identified what likely participating companies would prioritize in a parks event to see what could attract companies to one of these events. Establishing what companies are looking for in a park volunteering event was a necessary step to providing our sponsor with suggested aspects of the event they should stress in marketing the program, or consider adding to the program in general.

We used a combination of the data collected from the questionnaire and the case studies to fulfill this research objective. The questionnaire had data from companies that we know had already participated in a park volunteering event, which meant they had the most insight on what they felt was important about the events. Though this data is limited by number of responses, we were able to make meaningful conclusions from the questionnaire. The questionnaire basically served as a more informal interview. Even though the information was less than ideal for mathematical manipulation, it provided an accurate response for our individual questions. From the case studies, we were able to pull general trends from the data and apply those to what the potential prioritized aspects of the parks event these trends could apply to.

Conclusion

Our project was divided into two main focus areas, the Parks Product and the Parks Process. Though these were very different aspects of the overall program the Swiss Parks Network was offering to companies, together they worked towards the same goal, and the process of data collection behind each were relatively similar. Each began with background research to allow us to better understand the current situation. Then we moved onto the data collection and analysis of the data collected, whether it was from field work, a questionnaire or

case study analysis, the underlying goal was the same. We were then able to generate a list of possible improvements after thorough analysis of the case studies.

CHAPTER 4: DATA

In this section we will be reviewing the notes we made while gathering information. The collected information, when used in combination with our background research, allowed us to develop a number of trends from which we then made a number of suggested improvements for the Swiss Parks Network.

Parks Product Observations:

The term "Parks Product" refers to the corporate volunteering event in the Swiss Regional Nature Parks that the Swiss Parks Network coordinates. We attended two of these events to gain insight into the schedule of events during the day, observe employee interactions to understand the social benefits of the event, and experience the types of cultural and environmental education that employees encounter. One event was attended by 18 employees from UBS and the other event was attended by 30 employees from Credit Suisse. Observations and case studies are published in Appendix A and are analyzed and discussed further in the Analysis chapter.

Questionnaire

We sent out questionnaires to our sponsor's contacts at four large Swiss companies. Two of the companies had already participated in the parks event and the other two had yet to participate in the event. The data collected from these questionnaires should be treated as equivalent to short interviews with these companies. As such, we crafted questions to give us the most thorough answers possible in place of an interview. The responses allowed us to gain a better understanding of what companies look for when booking a volunteering event, what they

liked about the event, how they heard about the event, why they chose to participate in the event, etc.

Also included in our questionnaire are a few questions that were of general interest to our sponsor. These questions were only asked to the contacts at companies that had already participated in a volunteering event with the Swiss Parks Network. One of these questions was if the companies felt the cost of attending was proportional to the value of the volunteering event, to which both companies responded that they felt it was. This is important for our sponsor because they are interested in seeing if they could increase the price of the volunteering event to gain some extra funding for the Swiss Parks Network instead of just breaking even. Another interesting question we added at our sponsor's request was "what skills used in the workplace do you feel were developed during the volunteering event?" The respondents were given a number of possible choices and told to select all that apply. Both companies selected team building as a developed skill and one also selected perseverance. When asked what the companies would like to see added to the volunteering events, one company responded they would like some gamification with the other teams. By asking our sponsor's questions in addition to our own, we collected valuable data for our analysis and to give to our sponsor.

The questionnaire responses gave us extra support to back up the research and case studies we used to find trends. Our questionnaire is not intended to be used as a standalone data source, but when combined with our other research, it adds a real world application to our other data. To see all responses to both questionnaires, refer to Appendix B.

4.1 Case Studies

This section contains the detailed case studies for this project. These case studies of international and U.S. companies with branches in Switzerland were analyzed in depth in order to further explore the trends and characteristics of corporate social responsibility as they apply to U.S. and Swiss companies. Each data point is cited to the page of the CR report it is from, listed in the bibliography section. Further information about these and other companies can be found in the attached spreadsheet.

Company: 3M

Headquarters: Maplewood, Minnesota

Size: ~88,000 employees

Commodity: Industrial

Presence in Switzerland: Yes

Outreach efforts:

- 3M launched its first Global Volunteering Day in 2014. This event involved more than 8,400 volunteers donating more than 28,000 hours of their time (45).
- Partnerships with DoSomething and Donors Choose brought STEM education to 90,000 students. Donors chose to give education to 190,000 more students in underprivileged communities. (45)
- "Contributed $5.5 million to the Greater Twin Cities United Way Workplace Giving Campaign, in addition to thousands of volunteer hours. 3M's efforts earned the company the Greater Twin Cities United Way's "Best in Show" award, which recognized 3M's year-long education and awareness activities, CEO/executive engagement, Global Volunteer Day initiatives, and employee service leadership" (45).
- 3M employees coach MathCounts and FIRST® Robotics teams at local schools (47).
- 3M donation area breakdown: 35% Education, 63% Community, 2% Environment
- Partnered with United Way Worldwide (45).
- "3M decentralizes global social investments and involvement so our teams in each country can develop and administer programs consistent with both the 3Mgives strategy and local culture and social needs" (45).

Management: (Training, Stakeholders, Sustainability)

- “3M employees who have responsibility for sourcing suppliers and managing supplier relationships receive training on all aspects of supply chain sustainability, including slavery and human trafficking prohibitions.” (23)
- 3M lists the major stakeholders in the company and how they interact with them (40, 41). There is also a list of 3M’s partnerships under the stakeholders they affect (41,42).
- 3M is partnered with nine NGOs, including the World Wildlife Fund (WWF), the Nature Conservancy, and the Forest Trust (42).
- 3M has a graph focusing on pollution achievements (56). There are also graphs on the 3M Environmental Compliance Metrics (59), 3M Global Environmental Fines (59).
- There is a large focus on the five areas 3M focuses on for sustainability: raw materials, education and development, water, energy and climate, and health and safety (4).

M**arketing: (Presentation)**

- Report includes many pictures and graphs.
- Can access CSR report through “about us” tab under sustainability.

Company: BMW

Headquarters: Munich, Germany

Size: ~116,000

Commodity: Automotive

Presence in Switzerland: Yes

Outreach efforts:

- "All of our activities as a corporate citizen are based on one main goal – to provide long-term benefit to each society we are engaged with." (132).
- BMW spent 34.5 million Euros on their CSR program in 2014 (131).
- BMW foundations spent approximately 5.4 million Euros on non-profit projects in 2014 (131).
- The Intercultural Innovation Award (in collaboration with United Nations Alliance of Civilizations) recognizes innovative methods of easing intercultural tensions. This award includes financial backing from BMW (137).
- The Corporate Communications Department (CCD) manages the global CSR initiatives; local CSR initiatives are managed by the sales or production facilities in the area in collaboration with the CCD (135).

Management: (Training, Stakeholders, Sustainability)

- 335 million Euros were invested into employee training and education in 2014 (5).
- BMW hosted stakeholder dialogs in Washington, Toronto, Incheon, San Francisco, Brussels and Berlin to open discussion with stakeholders on a variety of topics, including BMW's sustainability strategy (10).

- “The BMW Group engages in ongoing dialogue with its stakeholders at all its locations and in relevant markets” (18).
- BMW has direct contact with specific stakeholders, such as NGOs (18).
- “ in 2014, a number of non-governmental organizations contacted us to request information on social and environmental standards in the value chain”
- BMW created a web based sustainability education platform in 2013 to teach employees about the values of sustainable practices applicable to their current work (124).
- BMW’s sustainability program is focused on improving emissions standards of its vehicles, including electric drive and lightweight design. (7)

Marketing: (Presentation)

- The report is professional: simple blue, beige, and white color scheme. These colors are neutral with a simplistic and clean design.
- Each section begins with a three columned chart: progress in 2014, the indicators of this progress (usually a number in comparison to previous years), and the 2015 objectives (5).
- The BMW sustainability website can be accessed on the BMW front page.

Company: Intel

Headquarters: Santa Clara, California

Size: ~107,000

Commodity: Technology

Switzerland: Yes

Outreach efforts:

- Intel works with community advisory panels to focus its outreach efforts (20).
- In 2014, Intel employees volunteered for a total of 1.25 million hours at an estimated value of $28.8 million (3).
- The Intel Involved Hero Award formally recognizes employees for their philanthropic contributions (31).
- The Intel Environmental Excellence awards recognize employees for their positive contributions to the environment (31).
- Intel offers volunteering events with environmental focus (48).

Management (Training, Stakeholder, Sustainability)

- Intel invested $265 million in employee training in 2014 (26).
- Intel works with stakeholders to ensure them entering, operating, or exiting a community does not have any negative side effects. Facebook, twitter, and the company blog are used as portals for customer engagement (18).
- The Explore Intel website provides data about Intel campuses to the surrounding communities, including sustainability information (18).

- Intel has an "Open-door policy designed to give employees access to management at all levels" (19). Intel also looks at employee forums (along with other factors) to determine where to allocate CSR resources (21) showing employee involvement.
- The primary focus of sustainability efforts is on energy efficiency and emissions of Intel operations (44).
- Intel has a sustainability grant program that funds employee driven sustainability projects around the world. There have been 68 projects funded this way (44 and 48).
- Intel supports Green Teams around the world. The IESN (Intel Employee Sustainability Network), provides networking, volunteering, and educational activities to employees with a focus on the environment (49).

Marketing

- The report has some pictures. The first page features a picture of a young girl wiring electronics (1).
- The report uses pictures to illustrate ideas, with use of infographics to display data.
- The CSR report can be found easily from the main page (about us / corporate responsibility)

Company: Johnson & Johnson

Headquarters: New Brunswick, New Jersey

Size: ~126,000

Commodity: Healthcare

Switzerland: Yes

Outreach efforts:

- Johnson & Johnson has a "Click to Care" website that allows employees to sign up for the volunteering events they choose to (63).
- Partnerships with NGOs are said to be an important part of Johnson and Johnson's CSR strategy (63).
- The company partnered in 2014 with Stop Hunger Now to focus outreach efforts on global child hunger (63).
- Johnson and Johnson has a long term partnership with Sight for Kids™, which has given vision screening to more than sixteen million children in Asia (62).
- Johnson and Johnson has methods in place to take and react to community input (62).
- Johnson and Johnson has different giving back strategies depending on what region they are serving (63).
- Awards are given to employees who "are highly engaged in volunteer efforts through various educational, civic, cultural or religious organizations" (63).

Management: (Training, Stakeholders, Sustainability)

- Johnson and Johnson has mandatory environmental health and safety training for all employees (29).

- Johnson and Johnson has established hotlines to local communities to be able to provide aid when issues arise (63).
- Johnson and Johnson conducted a survey to see what aspects of their business were most important to stakeholders (8).
- Johnson and Johnson's sustainability program is focused on creating environmentally friendly products, including focus on emissions, water, waste, biodiversity, and raw materials (65).

Marketing: (Presentation)

- There are a lot of infographics and pictures with colors.
- The report is fairly easy to find from company homepage.

Company: VF Corporation

Headquarters: Greensboro, North Carolina

Size: ~58,000

Commodity: Clothing

Presence in Switzerland: Yes

Outreach efforts:

- Volunteering efforts are determined by local brands and offices under the VF corporation umbrella.
- "In 2014, 240 locations or 17% of our sites participated in community service activities"
- In Greensboro, NC, VF employees have constructed five habitat for humanity homes in total, including a LEED certified home in 2014.
- The VF location in Stabio, Switzerland had a volunteering day in July 2014 focused on environmental activism.
- Other VF brands, such as NorthFace and Timberland participate in corporate citizenship.

Management: (Training, Stakeholders, Sustainability)

- VF has roughly 25% of their employees enrolled in their "Lead the VF Way" program, which is built for training participants for leadership positions.
- VF has a whole section of their report devoted to explaining the collaboration with stakeholders, including partnerships with NGOs.
- "We are developing a comprehensive process for engaging with key stakeholders regarding social and environmental priorities and challenges."

- VF has a sustainability council to oversee sustainability initiatives across company locations.
- VF's sustainability program is focused on addressing issues with energy, water, and waste.

Marketing: (Presentation)

- VF uses a broken up method of presenting CSR data—easy to read and find information.
- The background of the report is slide show of different outdoor settings.
- The report is easily found from a tab on the company homepage.

CHAPTER 5: ANALYSIS

We formatted our analysis to include general assumptions necessary for us to make claims for our project, followed by the analysis we found through our background research, case studies, and other information gathering methods. A large portion of our analysis was focused on trends found through this analysis, which were then used to develop suggestions of improvement to the Swiss Parks Network.

5.1 Parks Product

We found the Parks Product to be an interesting blend of volunteering and social interaction among the employees. This hybrid social-volunteering event was different from our understanding of American volunteering events, which are focused primarily on volunteering. American companies commonly broadcast their philanthropic efforts, but keep the social aspects of these events subdued. The unique mix of social and volunteering aspects can be better understood through the following explanation of our experiences at the parks volunteering event.

Social Aspects

Both events we attended had a social element; there were frequent breaks in the work—something to be expected for a volunteering event. The major difference compared to a stricter American volunteering event was the quality of the catering during breaks from the volunteering work. During the pauses, high quality food and drinks from the region were served, including meats, cheeses, and wine. At the UBS volunteering event, lunch was fresh beef stew cooked over a fire, served with locally sourced bread and regional wine. This is not something to be expected of a standard American volunteering event, where the focus would be on completing the work.

These breaks also served a purpose; they gave the volunteers a reason to communicate. At each break, all of the volunteers were gathered together, which prompted light conversation. At the UBS volunteering event, we noticed the employees becoming more social over the course of the day. The Credit Suisse employees seemed to know each other from the beginning of the event, but the breaks still prompted conversation.

Regional Culture Focus

Aside from the social and volunteering aspects of the event, the Parks Product had a major focus on the regional culture of the parks. The areas of the Regional Nature Park where we volunteered provided many acres for farming. The presentations during the work breaks provided information about the local flora and fauna, history on agricultural achievements, information on how local products are produced, and an opportunity for employees to purchase them at the end of the day. The food served during lunch and snack breaks was sourced from the area and prepared at the park.

Volunteering

The volunteer work done at the parks event is very valuable to the parks. For example, at the Credit Suisse event, there were enough grapes picked over the span of roughly two hours of work to make two thousand bottles of wine. Instead of local vineyards paying workers to do labor, the parks can bring in volunteers for free (the cost of the event covers the catering and transportation). During the Credit Suisse event, we spoke with a park ranger who explained that each employee was effectively a forest ranger for the day in the sense of the work completed. In the analysis of the parks event provided by the Swiss Parks Network, the value of the volunteering work itself was reported to be CHF 136 per volunteer per event (Appendix C).

Conclusion

The combination of the volunteering, social, and environmental and cultural education aspects all work in tandem to contribute to a successful hybrid social-volunteering event. The volunteering makes the employees feel accomplished about their contribution to the parks, while the social aspect of the event allows them to bond with their coworkers. During one of the snack breaks during the event, we talked to a Credit Suisse employee who expressed that she really enjoyed the unique qualities and set up of the hybrid event.

5.2 Volunteering Trends

Through our data collection, we were able to establish multiple trends or common themes found regarding the Parks Product and Parks Process. The trend is bolded and stated as a claim. We then support each trend with support from our case studies, research, questionnaire, and parks experience as they apply. Each section will end with an analysis section summing up the limitations of the trend as well as any other observations.

Premise

Companies that have corporate responsibility reports or some similar form of reported volunteering are more likely to participate in the Parks Product. With little to no way to identify and analyze a company that does not have some sort of published information about their volunteerism, we limited the scope of our research to companies that had this information publicly available. On top of this, the Swiss Parks Network was not interested in convincing companies to create a corporate volunteering program, but rather intended on appealing to companies that already have a volunteering infrastructure in place. Since the Swiss Parks Network used published information as the primary source of information when selecting companies to approach, we similarly limited the scope of our research to companies in this

category; this guaranteed that all of the research could be emulated by the Swiss Parks Network. It also meant that a company that does not have the economic or social infrastructure for volunteering would not be considered for the event. This premise does not exclude the chance that a company without published data about volunteering would be willing to participate in a Parks Event, but rather recognizes that it is more viable for the Swiss Parks Network to target companies that can be researched and triaged through their publications. As such, all data and analysis is based off of companies that have a form of published documentation.

Trend 1: Companies that allow for regional offices to select the individual events pay more attention to cultural differences and education.

Case Studies

- In BMW Group, the heads of the Corporate Communications Department and Sustainability and Environmental Protection work together on the Sustainability Board. Local initiatives work closely with local productions and sales organizations. Based on the graph F.55 on page 135 of the BMW Group Sustainable Value Report 2014, BMW has spent over 20 million Euros on Community Investment, which pertains to corporate volunteering in local communities.
- For Johnson and Johnson, two of the major board committees have a separate Citizenship and Sustainability Oversight group consisting of employees and executives that work together to set strategic planning for CSR initiatives. Johnson & Johnson participates in numerous community volunteering initiatives and monitors this progress by setting up local hotlines with community members.
- In each community GE Capital serves, there is a program called “In the Community, For the Community.” This committee of employees and executives provides financial support

for the CSR programs and the employees provide assistance to project administrators on site and help to complete the project. GE Capital specifically lists the local communities in the U.S. they serve, including underprivileged neighborhoods in urban Chicago.

- All of the case studies we researched that used local governance had some form of volunteering outreach with cultural ties.

Research

- According to the publication, "Corporate Responsibility from a Business Perspective," "it is in the company's best interest to be a part of a functioning society." The article mentions how volunteering in local communities where company branches are located increases the company marketability and is considered a "strategic investment." By taking an interest in cultural issues or sponsoring local events, companies will have a "positive effect on the loyalty of customers and employees."

Analysis

From the data collected largely from the case studies and background research, we can confirm that companies that choose to govern their CSR programs in local regions consider local volunteering a priority. Companies that choose to put effort into local governance committees that involve employees and executives show that they care about the local community because companies such as GE Capital provide financial support and provide employees to manage and complete projects. Based on background research, companies choose to volunteer and manage projects locally and close to major branches because it shows they are invested in local change and gives the company a good reputation in the community. Some limitations included not including survey questions on this trend.

Trend 2: Employee cohesiveness and morale is likely to be higher in companies that select and execute engaging CSR programs for employees.

Case Studies

- BMW has a system in place to survey employees on satisfaction (Page 114 of BMW Sustainable Value 2014 Report). This survey includes gauging employee morale regarding job security, attractiveness as an employer and additional employee benefits. Out of a score of 100, the average scores ranged from 85-91 on all topics (100 being extremely satisfied with the management style of the topic)
- According to Intel's 2014 Corporate Responsibility Report, the company conducts regular Organizational Health Surveys that assess overall employee satisfaction.
- BMW and Intel, by taking employee satisfaction into consideration, show value in employee satisfaction, and therefore has reason to participate in volunteering events.

Research

- In one study, it was found that employees are 38% more likely to express pride in their workplace if their company has a strong volunteer program (Kotler et al., 2004).
- In another study it was shown that employees who have felt like they have contributed to a valuable cause have been more engaged in their regular roles at work. (Caligiuri, Mencin, & Jiang, 2013).
- In research done for Barclays Bank in England, 61% of the managers noticed an increase in staff communication and 58% noticed increased staff leadership after a corporate volunteering event (Institute for Volunteering Research, 2004).

Questionnaire

- We asked the question, “what does your company value in a volunteering event?” and provided six possible answers for the contact to rank from most to least applicable, including an option that pertains to valuing employee morale or input. From this, we were able to see if companies are interested in including employees in making major CSR event decisions.
- Both contacts from companies that had not yet participated in parks volunteering event ranked employee morale as the most important factor they valued. As they had not participated in a parks event yet, this suggests that companies have an interest in increasing company morale during the event, or have participated in events in which employee morale was boosted and made positive impacts on the company.
- In the companies that had already participated in the parks volunteering event, one contact ranked employee morale as the fourth most important value and the other contact ranked it the least important to the company when booking a volunteering event.
- While the companies that had previously participated both ranked employee morale as not as important, they both also ranked team building as the second most important value. This suggests that while the companies may differ on what they find the most important value (e.g., enjoyable activity and impact on environment), they both agree on team building as an important aspect of a volunteering event.
- Companies that had not yet participated in the volunteering event both ranked team building as the second to least important factor in a volunteering event. Comparing this result to the other companies’ values may suggest that the Parks Product had a noticeably positive team bonding effect on the companies’ employees after they participated.

- Another question that was only asked to companies that had previously participated was what skills used in the workplace they felt were developed during volunteering event. Both companies felt teamwork was a skill their employees developed during the parks volunteering event.

Analysis

The questionnaire returned differing results for a question that majorly pertains to this trend. This is considered a limitation because all of the companies are large scale international companies based in Switzerland. This data could be considered inconclusive from the differing answers, but there is an overall trend that employee cohesiveness and morale is important to these companies. Our background research and case studies found strong supporting evidence that the higher the employee satisfaction, the more pride employees have in the company, and the happier they are to donate their time to a cause for the company. This in combination with the questionnaire provides strong support of the trend we found.

Trend 3: Companies with stakeholder involvement in their corporate responsibility initiatives are more likely to pursue an event or area that the stakeholders endorse (ie companies pay a lot of attention to satisfying stakeholder wants).

Case Studies

- The graphic (3M Sustainability Materiality Matrix) on page 12 of the 3M 2015 corporate responsibility report highlights the importance of stakeholders to company decisions. The graphic explains all of the actions discussed in the report based on their impact to the stakeholders. The highest priorities of the company maximize both the reputation of 3M as well as the importance to stakeholders. The report goes on to explain that "3M has created a robust, stakeholder-driven approach to sustainability materiality that serves as a

foundation for our sustainability strategy and reporting." These decisions are made with reliance on the opinion of stakeholders, making any corporate decisions more likely to happen if they have stakeholder approval. On top of the information on the charts themselves, the inclusion and prominence of this data in the report echoes the importance of stakeholders being involved in the CSR program.

- Intel pays specific attention to the different stakeholders and documents their impacts on the social responsivity decision making process. Page 19 of Intel's 2014/2015 CR report outlines the exact process that the company uses to gain input from stakeholders. Page 21 also uses a graph to plot the stakeholders' importance against the business impact for Intel. The stakeholders have a lot of say over what direction the company is pursuing. In conclusion, events that benefit the stakeholder will have a higher likelihood of being incorporated into promoting the company's image or brand.
- Stakeholders hold more of a general consulting position in the VF Corporation, as seen in their sustainability report website. The VF Corporation is "building a comprehensive stakeholder engagement program to inform and guide our sustainability and responsibility efforts." This statement suggests that not only do the corporations need to be satisfied that any given action is sustainable, but that the stakeholders' opinions are also pivotal in making these decisions.
- Further information about stakeholder impacts can be seen in both the "Management comments" in the attached excel document (Appendix D) as well as in the case studies in the Data section under the section "Management." A large focus of the CR reports that we investigated contained detailed explanations on the interactions between stakeholders

and volunteering. Many of the stakeholders' preferences drive the priorities of the company.

Research

- According to Maignan & Ralston, conforming to the ideals of stakeholders is one of the three primary motivations for companies to participate in corporate volunteerism (2009). It can go as far as to consider stakeholders to be one of the key purposes or reasons for having a CSR program (Dahlsrud, 2008).
- According to the Institute for Volunteering Research (2004), the benefits that corporations experience from appealing to stakeholders are worth the time and resources spent by the corporation developing a comprehensive CSR department.
- Companies (especially those in the U.S. over those in Europe) have been more forthcoming with CSR information to placate stakeholders (Matten et al., 2008).
- This increased stakeholder engagement in driving company CSR initiatives supports a trend towards an increased importance in stakeholder opinion.

Analysis

Stakeholders can be a somewhat broad term. The majority of companies interface differently with different types of stakeholders (for specific examples, see the chart on page 18 of Intel's CSR report), and it is very difficult to determine exactly which stakeholder has what amount of influence in individual business decisions. That being said, the overall trend is that stakeholders are an integral part of the CSR process (see Literature Review, CSR). The increased importance on stakeholder input is an evolving trend that will become a more standardized aspect of CSR moving into the future of international business (Basu & Palazzo, 2008)

Trend 4: U.S. companies tend to treat their CSR report as an opportunity to advertise or market for the benefit of the company (with a focus on financial returns) while Swiss companies focus more on providing information.

Case Studies

- Coca Cola, an American company, has a number of graphics in their CSR report. While the company primarily donates money to philanthropies, an example of the company's public marketing infographics is shown below (Coca-Cola, 2015). This CSR report is one giant advertisement. The main goal of the document is clearly to show catchy graphics similar to an advertisement, feeling more like it belongs on an ad in a magazine rather than a documentation of the company's events.
- Jet Blue, an American company, uses many different images and infographics to appeal to a more general audience who may not be willing to sit and read through an entire report. The report is based around different images and highlights on how the volunteering events are benefitting the company. Pages 9 through 14 of the 2013 sustainability report are a continuous stream of pictures and infographics summarizing benefits to the company, intended on benefiting the company.
- Garmin, a Swiss based company, is relatively new at marketing their corporate responsibility program. The first CR report they have created is also their most recent, published in 2012. The report is primarily text based, with a graph every few pages. It is very clear that when we compared the Garmin CR report to reports from companies with well-established responsibility programs that Garmin is very new to the marketing of their program.

- The 2014 Corporate Responsibility published by Zurich Insurance Group shows very little infographics and the majority is prose. This company also provides many different corporate responsibility publications such as the Z Zurich Foundation Annual Report, and papers on how they are approaching to serve communities and CSR initiatives such as flood resilience and responsible investment. There are few colors in the report, unlike Coca Cola, and very few pictures.
- The Swisscom 2014 Sustainability Report supports this claim by including a paragraph on responsible and ethical marketing. The company reports that they abide by the principles of the Swiss Commission for Fair Advertising and are conscious of their public marketing campaigns. There were not any U.S. companies that had mentioned responsible marketing.

Research

- American companies are much more focused on the financial benefits of engaging in CSR events. Executives of large American corporations have expressed that they are more interested in how they can profit long term (Hartman et al., 2007).
- In a study done on a sample of 1000 U.S. based companies, researchers found that initially taking steps toward being socially responsible means is potentially cost increasing, but creating the CSR program may help the company to be more favorable to its stakeholders when negotiating terms of trade. Additionally, social responsibility may make employees more productive. (Becchetti et al., 2008).
- American companies use CSR as a financial tool in order to gain positive market value. Increased sales, enhanced corporate image, and an overall increased appeal to consumers

can be attributed to the influence of corporate social initiatives and the importance they hold to the general public (Kotler & Lee, 2004)

- "U.S. corporations [have] long made explicit their attachment to CSR, whereas European business responsibility has tended to be more implicit" in their CSR programs (Matten et al., 2008.

Questionnaire

- To investigate whether Swiss companies are interested in advertising their corporate volunteerism we asked them the question "Would you be interested in using your experience at the parks volunteering event for external communications?"
- Three out of the four companies responded that they would be interested in advertising their experience with the Swiss Parks Network. One of the companies that had yet to volunteer did not want to externally advertise the experience to the public.

Analysis

From discussions with the Swiss Parks Network, we learned that Swiss companies must meet a series of government requirements in order to use the Swiss Parks Network logo. As such, it is difficult for companies that have volunteered to advertise their experience to the public. These bureaucratic steps make the process require more effort than the company may want to put forth in order to use the logo. From the questionnaire results, we have seen that Swiss companies are interested in using the parks volunteering event for external advertising, with the exception of the one company that expressed no interest. The reality we see in the CSR report accurately reflects the theoretical differences in priorities between U.S. and Swiss companies, with U.S. companies more focused on the financial benefits that come from advertising their CSR program, while Swiss companies seem to be just reporting the events with little advertisement. The use of

infographics provides a means of drawing in and keeping a reader's attention, appealing more to the average person than to a dedicated reader. In extension, the company is trying to use these events to highlight how good their company is in order to convince readers that they should support their brand. American companies hope that this positive increase in public relations will increase business, while Swiss companies seem to not be concerned with the PR side of reporting events. There is the possibility that some Swiss companies are interested in advertising in a manner similar to the United States, but the current government restrictions make it too difficult for it to be achievable at this time.

Trend 5: U.S. companies tend to focus on advertising all of their NGO partnerships and events while their Swiss counterparts only list partnerships with major or longstanding NGO partnerships.

Case Studies

- 3M Corporation lists the NGO relationships on page 42 of their 2015 CSR report, and then continues on to cover an entire section titled "Collaboration with our Communities." This section includes a specific list of highlighted volunteering events in communities from around the world. Though everything is being done for the sake of CSR, 3M explicitly breaks down to the dollar exactly how much they are donating.
- Verizon recognizes its partners throughout its report; list of partners to support STEM education (12); partnership with Network for Teaching Entrepreneurship (13); partnership with Boys and Girls Club (13)
- In the Coca Cola 2014 CR report, every CSR initiative that is introduced includes a paragraph or two about how the company utilizes its corporate partnerships. For example, a global issue that Coca Cola seeks to solve is the "economic empowerment of over 5

million women entrepreneurs across the globe." They then go on to note the presence of "partnerships with governments and non-governmental organizations" in Kenya and also describe their corporate partnership with UN Women.

- The Sustainability Performance Report for 2014 published by the ABB group highlights ABB partnerships with universities and NGOs in order to accomplish sustainability and CSR goals. For example, ABB partners with the United Nations Sustainability For All to promote energy efficiency. ABB also partners with the Global Efficient Appliances and Equipment Partnership Programme in order to "assist developing countries and emerging economies" to find ways to better conserve energy and promote energy savings.

Research

- "CSR can be viewed as an instrument useful to help achieve its performance objectives defined in terms of profitability, return on investment, or sales volume" (Maignan & Ralston, 2002). There is feeling that the documentation is not only meant to disclose information about a company's CSR program, but to also advertise the relative strength of the company's economic and social growth.
- Kotler notes that the information also appeals to potential employees, showing what companies are doing and potentially convincing them to join a company that is participating in causes that he/she supports (Kotler, 2008).
- The level of interaction between a company and an NGO warrants more credit coming from the U.S. mindset that NGOs are more like equal business partners than anything else (Caligiuri, et al., 2013) while the Swiss counterpart is more focused on the preservation of Swiss culture (SDC, 2015).

- From discussions with our sponsor, we learned that there are much stricter marketing laws in Switzerland, which limit a company's ability to advertise their involvement with certain NGOs, including the Swiss Parks Network.

Analysis

From the evidence provided by case studies, we can also tie this trend into how companies choose CSR initiatives based on branch/headquarter location. From the case study evidence above, we can see that companies choose NGOs that support not only their CSR initiatives but align with their industry. In the example of the Vans brand, they align themselves with NGOs that serve the area around their headquarters in California and provide assistance to the brand in carrying out volunteering and other CSR events.

5.3 Company Ranking Chart

Relative Probability of Company Participation

Progression			Characteristic Sums				
Social Responsibility Documentation	Volunteering	Local Initiatives	Employee Involvement	Local Governance	Cultural Consideration	Probability	Company
YES	YES	YES	YES	YES	YES	Very High (3)	BMW Group
YES	YES	YES	YES	YES	YES	Very High (3)	Intel
YES	YES	YES	YES	YES	YES	Very High (3)	Johnson & Johns
YES	YES	YES	YES	YES	YES	Very High (3)	VF Corporation
Yes	YES	YES	NO	YES	YES	High (2)	3M
YES	YES	YES	YES	NO	NO	Medium (1)	Verizon
YES	YES	YES	NO	YES	NO	Medium (1)	GE Capital
YES	YES	YES	NO	NO	NO	Neutral (0)	Starbucks
YES	YES	NO	NO	NO	YES	Low	Microsoft
YES	NO	YES	NO	NO	YES	Very Low	Coca Cola
YES	NO	NO	NO	NO	NO	Very Low	Dupont

Figure 3: Probability of Company Participation

Company Ranking Chart Explanation

This part of the report focuses on the analysis of the companies that were included in the general case studies document. This analysis focuses on prioritizing certain company traits and values in order to determine which companies would be more interested in the Parks Product. This section explains how to understand, interpret, and use the chart; the reasoning behind each section of the chart; and how this chart can be applied in the future.

Understanding the Chart

The primary goal of the chart is to display the likelihood that a given company would be interested in volunteering through the Swiss Parks Network. The chart is broken into two sections: the first section are the essential prerequisites a company must have in order to be considered for volunteering, and the second section has characteristics that would make companies more likely to volunteer. These sections are divided by a vertical line on the chart. Each cell in the table is filled in with a “Yes” or a “No,” based on the reasoning in Appendix E, stating whether or not that certain category was able to be found in the company's documentation. The first three columns are sorted by importance. The first “No” that appears in these columns moves companies to the bottom of the list. The last three columns are determined by a sum. The companies with the most “Yes” answers in these three columns will be moved to the top. The higher the probability, the higher up on the chart the companies will be placed.

The chart has a color code to make it easy to see which companies have a better chance of volunteering. If a company gets a “No” in the first three columns, the color for the company is red, denoting companies that should not be considered. Companies that have the first three columns “Yes” are color coded from white to green, with darker green being the companies with

higher totals for this section. This color code, combined with a probability column, should make it easy to understand which companies to target and which to ignore.

In short, the chart shows a list of companies with the ones that are more likely to participate with the Swiss Parks Network Product closer to the top of the chart. The list can be used to both select potential companies to approach as well as compare a given company's values with what the Parks Product has to offer. The significance of each of the characteristics is highlighted in the following sections.

Section 1: Progression

Social Responsibility Documentation

Social Responsibility Documentation is the first column in the chart. We looked for if the company had any information on their CSR program, such as sustainability reports or websites focusing on CSR. We are working under the assumption that companies that do not showcase their CSR initiatives do not have any CSR programs in place. It is not within the scope of the Swiss Parks Network to initiate sustainability and volunteering programs for the company, and it is impossible to easily gather information for any of the other columns without any display of these CSR initiatives. Therefore, the companies that do not have documentation of their social responsibility programs are not at all worth pursuing in this manner.

Volunteering

Volunteering is the second column in the chart. We researched if the company displayed any volunteering events in their presentation of their CSR program. Because the Parks Product is a volunteering event, companies that use donations as their only form of outreach would not be interested in the event. There is some chance that they would participate in a volunteering event, but relative to companies that already have volunteering initiatives in place, it is highly unlikely.

Local Initiatives

Local Focus is the third column in the chart. Here we researched if the company focused some aspect of their CSR program on local communities (Yes), or if instead there was sole focus on global issues (No). Having a local focus is an important aspect of determining if a company is likely to be interested in a parks volunteering event. The Parks Product's benefits are localized to the parks they are in, so companies that are committing resources to global issues will have less interest in volunteering there. Although there is a possibility that companies with focus only on global outreach would be interested in the Parks Product, it is still unlikely given the scope of the Parks Product.

Section 2: Sum

Employee Involvement

Employee Involvement is the fourth column of the chart. Here we researched if companies look for employee input when determining what outreach initiatives to participate in. Employee satisfaction is a strength of the Parks Product. Therefore, companies that have interest in the satisfaction of employees would make for a good match with the Parks Product. This is also supported by the claim: "Companies with stakeholder involvement in their corporate responsibility initiatives are more likely to pursue an event or area that the stakeholders approve[s] of," with the employees in this case acting as the stakeholders. Companies that do not take have employee driven CSR initiatives are still considered candidates for the Parks Product, but they are not as likely to volunteer as companies that take employee responses into account.

Local Governance

Local Governance is the fifth column of the chart. Here we researched if companies allow local branches to determine the outreach initiatives they participate in. The Parks Product is limited to Switzerland, making it very localized in nature. Local branches to Switzerland therefore should have more relations to the Swiss Parks than the company headquarters located elsewhere. Because of this, companies with local governance should be more interested in the Parks Product. Local governance will make the approach and ensuing programming easier for both the company as well as the Swiss Parks Network.

Cultural Consideration

Cultural Consideration is the sixth column in the chart. Here we researched if companies highlight any consideration of the cultures affected by their outreach. Based on our experience explained in Appendix A, the Parks Product has a strong element of the regional culture of the parks. Companies that value the local cultures would be more likely to participate in the parks event. The unique blend of volunteering and culture presented in the Parks Product would strongly appeal to companies that have this requirement.

Application of the Chart Moving Forward

As the Parks Product changes and adapts in the future, this chart will also have to change with it. The Swiss Parks Network can currently use this chart as a way to categorically look at a number of companies and determine which of those companies are worthwhile to approach. All of the information in the chart can be found online, which means that adding new entries into the chart is as easy as filling in each cell in a row with either “Yes” or “No” based on research for a company.

The chart characteristics can be adjusted and shifted depending on further research and project development. These improvements could range from arranging the order of traits, adding or removing traits, or overhauling the chart altogether.

5.4 CSRHub Analysis and comparison

In the process of determining a way to rate the relative strengths of CSR programs, we discovered the website csrhub.com, which gives companies' CSR programs numerical ratings on a scale from 0-100. The way this site compiles this data in a complex series of analytics is explained thoroughly at http://www.csrhub.com/content/csrhub-ratings-methodology/. In short, the site combines data from a number of different sources, with special considerations for biases, as well as limitations on how much information can be pulled from a single location. This data is then used to create a series of rankings for each company in four categories: community, employee, environment, governance. The exact definitions of what each of these categories entails can be found at http://www.csrhub.com/content/csrhub-data-schema/. Some of these categories contain information that we used in the hierarchical construct as well as in the evaluation of case studies.

Similarities

Our process of determining the relative strength of a company's CSR program calls upon similar categories, focusing on employees, community, and aspects of governance. These similarities provide some merit to the approach that our team took to rate potential companies. Both look at different aspects of a company's CSR program and both methods also rely on company publications and other potentially misleading sources of information. Also important to note is that a majority of the companies that we decided to look into were highly ranked—

scoring a 60 or greater in the general category. With the exception of one, all companies had rankings above the U.S. company average of 57. Though not necessarily statistically relevant, this correlation supports that our method of selecting companies yields companies who are prominent proponents of CSR in the business world.

Differences

There are several very large differences in the ways CSRHub and our team gather information. CSRHub analyzes a wide variety of data, specifically looking at financial information to derive their ranking system. In our approach, we do not consider the relative amount of money a company spends in each area, but rather determine what corporate values have an emphasized presence in their publications. In addition, our value schema is based around specifically matching companies to the Parks Product and providing the likelihood of a given company participating relative to any of the other companies participating. For this reason, the outcomes shown on our hierarchy spreadsheet do not correlate with the data collected from CSRHub. The CSRHub rankings can be seen in Appendix E.

We believe the primary difference in the relative strengths of individual sections of a company's CSR program comes from our differing data source. The resource data that CSRHub is based on is better for categorically ranking large companies and determining the relative strength of certain categories. Our system is tailored to provide a general indication of whether a company would be interested in the Parks Product. While the CSRHub data is statistically significant, our process provides a clear answer to a specific question, based on the core values of companies and their stakeholders, with relatively little effort.

CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS

6.1 Moving Forward

The Swiss Parks Network should investigate making the event more readily marketable for U.S. and international companies. More specifically, the Swiss Parks Network should establish a precedent for obtaining permission for a company to disclose information on their volunteering events. This can show potential companies that they will be able to fulfill the governmental and legal requirements in order to use the event in external communications. We have drawn this conclusion from two of the trends we identified. First is trend number four: U.S. companies are interested in advertising their corporate volunteering events. By supporting this endeavor, the Swiss Parks Network will appeal more to companies that want to market the events. The questionnaire results suggest Swiss companies may also have an interest in advertising their corporate volunteering events. In addition, enabling American companies to market parks events should get them more involved with the Parks Product. The second trend is the relevance of NGO partnerships to U.S. companies. The Swiss Parks Network is acting as an NGO, meaning U.S. companies would be more interested in listing them as a partner. With these capabilities, the Swiss Parks Network will be more likely to appeal to U.S. companies.

We also suggest that the Swiss Parks Network should think more strategically about which aspects of their events are emphasized. In order to better appeal to U.S. companies, the company should do one of two things. Option one is to better advertise the nuances (i.e., the cultural depth, the positive atmosphere, teambuilding, communal bonding, the picturesque scenery) of the parks event. To do this, they should be prepared to explain the event in finer detail to an interested company. Based on the analysis of the Parks Product, we found it to be an

interesting blend of volunteering and social interaction among the employees. We felt that the depth of the experience was somewhat unexpected based on the information we had going into the event. The event covers so many different areas that it is not represented accurately by the description given, which could cause a company to turn down the opportunity they might otherwise be interested in. As discussed in the analysis, we found that American companies commonly broadcast their philanthropic efforts, but keep the social aspects of these events quieter. We did not expect to find the volunteering events run by the Swiss Parks Network so vastly different than volunteering events in the United States. If the Parks Product remains a hybrid event, steps should be taken in order to represent the event as accurately as possible.

The alternative, or second option for improving the Parks Product offered to U.S. companies, is to change the park event to isolate one area: either volunteerism, culture, or team building. Large companies often offer many different options for a volunteering day, so specialization will improve the likelihood of the event being selected. From the CR reports and discussions at parks events we attended, we found that employees are offered choices on different events. With this in mind, it may be beneficial to tailor the event to maximize one area of appeal rather than try and fill every category. One way to decide how to tailor events for specific companies is using CSRHub. With CSRHub as a tool, the Swiss Parks Network can tailor the Parks Product to the strongest aspects of a company's CSR program (i.e., employee satisfaction, sustainability) and can benefit from their extensive evaluation. For example, if the company has a high sustainability rating on CSRHub, the Swiss Parks Network can appeal to the company’s sustainability value by specifically marketing the environmental awareness and education portions of the volunteering event. This will allow the Swiss Parks Network to offer the best program for an individual company.

The next conclusion is that the Swiss Parks Network can use the positive employee feedback from the survey given out at the conclusion of a parks event to market the Parks Product to U.S. and international companies more effectively. This conclusion is based on the trend that employee morale is higher in companies that participate in volunteering events. In order to appeal to the stakeholders, the Swiss Parks Network should include statistics when advertising to and approaching companies. If you combine this fact with trend three, that companies value the approval of stakeholders, the strength of the Parks Product becomes apparent. With overwhelmingly high satisfaction ratings, the Swiss Parks Network's previous events offer some of the strongest arguments for companies to participate in these events. Specifically, if employees are involved in the decision process, they would be more likely to volunteer in a parks event that has high employee satisfaction rates. If a company values employee satisfaction, seeing the largely positive response will go a long way in convincing a company to participate. When presenting this data, we suggest using simplified graphs and statistics to quickly and efficiently show the employee feedback and satisfaction with the Park's Product.

The Swiss Parks Network can determine which companies are more likely to volunteer by analyzing factors of the companies' CR reports. By using the Company Ranking Chart in the Data and Analysis section, the Swiss Parks Network can effectively take into consideration the cultural aspects of the companies from trend one and the impacts to the stakeholders in trend three. With this current architecture, the Swiss Parks Network can use the Company Ranking Chart to improve the company selection process. They can use the chart in order to triage new companies by filling out the columns based on information in a given company's volunteering

documentation. This process will determine the relative strengths of the companies in order to save time and resources to target companies that will be more likely to volunteer.

When identifying potential customers for the Parks Product, the Dow Jones Sustainability Index, as well as other lists of companies with strong sustainability programs from Forbes, appears to be the most efficient way to find companies. The Swiss Parks Network can easily see companies that are willing to volunteer based on the ranking and criteria on the list as well as identify companies with CR programs. The Dow Jones Sustainability Index (DJSI) is the leader in setting global sustainability standards for companies around the globe (S&P Dow Jones Indices, 2015). With these conclusions, the Swiss Parks Networks should be well equipped to approach U.S. companies in Switzerland.

6.2 Suggestions for Future Research

There are several steps the Swiss Parks Network can take in order to take on the challenge of approaching U.S. companies in Switzerland. Our first suggestion is that future projects may benefit from conducting interviews with companies—specifically U.S. companies in Switzerland. These interviews will help the Swiss Parks Network to get more detailed information on what U.S. companies want in volunteering events. This may also reveal additional nuanced information that may not come across in corporate reports. This information would augment the more theoretical basis of our current findings.

The second suggestion moving forward is to modify the Company Ranking Chart as the Parks Product evolves. Further research may reveal that some of the characteristics in the ranking chart are more important than others. The ranking chart can be changed in the future to better match what the Swiss Parks Network finds relevant. This could entail including more

characteristics, rearranging the order of the characteristics, or restructuring the entire chart should it become necessary.

Finally, we suggest looking into other forms of analyzing companies besides reviewing company CR reports. We based our project on analyzing companies' CR reports, leaving room for further exploration of other data sources for future projects. There could be other methods that were not explored simply due to the short timeframe of the project.

To better understand and target international companies with branches in Switzerland we have determined how the Swiss Parks Network can identify and appeal to international and U.S. companies that would be most likely to be interested in the Parks Product. We were able to fulfill our two distinct objectives of suggesting potential changes to the Parks Product and how to streamline the Parks Process. These suggestions will increase the marketability of the Parks Product and introduce time saving measures that will allow the Swiss Parks Network to more efficiently determine which companies they should approach. Should the Swiss Parks Network take these suggestions into consideration and apply them to the Parks Product and Parks Process, it is our belief that they will ultimately increase corporate volunteerism in the regional nature parks.

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APPENDIX A

Appendix A contains a detailed account of both volunteering events that our team participated in during our stay in Switzerland. The case studies are presented in chronological order, with UBS first followed by Credit Suisse. This documentation includes many details that were not used in the report, but we thought were important or could be important to mention in our detailed account of the events.

UBS Park Aargau Case Study

The UBS volunteering day we attended was an eye-opening experience for our group. Our team wanted to gain a more physical understanding of the Parks Product in order to augment the pamphlets and brochures we had previously analyzed. This case study focuses on the chronological events of the day, as well as any themes presented through observation.

Beginning of the Day:

The day was delayed by an hour due to a delay in the transit system, and we arrived a little after everyone had started working. Because we were late, we missed the opening presentation and the explanation of the work, but the park ranger Gilbert was able to fill us in on the ride to the project site. He provided some useful background information about the park as well as some context for the individual event.

The first volunteering event was picking up some branches from the hillside and placing them into large piles. The area had previously been clear cut of low hanging branches and small trees, as done by Swiss forest regulation. Gloves were provided for individuals who did not have their own which were essential for picking up the branches. In terms of interactions between the

volunteers, most of the conversation was limited to small groups. After about an hour, a van arrived at the bottom of the hill with coffee and snacks.

Gilbert gave a short presentation on the region, and also explained who we were to the UBS group. After this brief break, we returned to clearing the forest floor. What was interesting was how the groups formed during this work period; the entire UBS group was gathered around one side of the hill, with our project team working on the other. After an hour or so, it was time for lunch.

Lunch

Lunch was served in a dedicated area with a cooking fire and several benches. The food served was beef stew cooked in a pot over a fire, along with wine and beer from the region. A brief presentation preceded the meal. This presentation emphasized the local origins of the food products, and how they aid the regional economy.

During lunch, the UBS group began to bond. The seating at lunch consisted of a couple of picnic tables, and a few other seats. The UBS team all sat together, with our project team filling out the end of a table. There was a lot more discussion between the employees, perhaps due to the combination of the previous physical work and excellent food; lunch lasted an hour in a relaxing atmosphere.

End of the Day

After lunch, the volunteers were broken into three groups: a three-person group, a four-person group, and a larger group of the rest of the participants. During the split, the group of four had three people in it, and it took a while for another to join. This could have been either to break up friend groups or because the work provided was undesirable—this was unclear to us as this part was all in German. Our group joined the larger group with the rest of the employees. It was

a 15 minute drive to the work location, which was on the side of a steep hill with an invasive species of flower. One of the rangers' cars broke down at the worksite (leaking oil), but it was taken care of with little distraction to the volunteers.

After a quick explanation of the task (in German for the employees and English for us), we were put to work weeding an invasive plant that covered a hillside. This work was difficult because of the location; the hillside, on top of being steep, was also fairly muddy. As the work went on, the UBS employees were all working together. After two hours of work, we were driven back to the location we had lunch at.

Once everyone gathered together and settled down, there was a short presentation thanking all of the park rangers and again emphasizing the local food. Local cheeses and meats were served while the employees relaxed at the end of the long work day; everyone seemed happy to be done, and there was a general sense of accomplishment.

Program:

08:30 Arrival, welcoming and presentation of the park, coffee
09:00 Transfer to the working place, introduction and start of the volunteer fieldwork
10:30 Snack and interesting inputs about fauna & flora
12:30 Lunch with regional products
13:30 Continuing with the work
16:30 End of work
16:45 Finish with a tasty snack
17:29 Return journey

Credit Suisse

The Credit Suisse volunteering event provided more opportunities to learn about the Parks Product. Much of the event was the same, but there were a few significant differences. This case study focuses on the chronological events of the day, as well as any recurring themes that became apparent through observation.

Upon arriving on site, the park ranger Petra performed a fifteen minute presentation on the history, environment, and regional products of the park. There were approximately fifty participants at the Credit Suisse volunteering event compared to the eighteen at the UBS event. From observation, it was clear that the vast majority of the Credit Suisse participants had met before, something we did not notice at the UBS event. The participants and our team members were then split into two groups, depending on the worksite each employee was assigned to.

The task at the first worksite was to move branches that had fallen onto the field in the forest. Petra provided the participants with gloves and explained the duties of the volunteers in German. After about an hour, we walked to a picnic table nearby to have our first snack break, which consisted of regional meat, cheese, and bread, as well as apple juice that had been pressed the day before. This breakfast break lasted about twenty minutes, and included a brief presentation on the regional products. After the break, we continued to work until it was time for lunch.

Lunch

A brief presentation preceded the meal with emphasis on the regional products that were served. Lunch was a beef-based sauce served over pasta with applesauce on the side; the beef sauce and applesauce were products produced by the Jurapark. The seating setup was focused around two long tables, allowing a large group of employees to sit together and socialize. After lunch, the volunteers were again split into two groups and given the choice to go back to the same worksite or to go to the other site.

End of the Day

We were driven to a new worksite, a vineyard, on the back of a tractor trailer. The task at this site was to pick bunches of ripe grapes in order to produce wine. The rangers distributed the

equipment, pruning shears and latex gloves. As volunteers collected grapes, they emptied the contents of their baskets into four large barrels. After working for some time, we paused for a break.

During the break, wine that was made from grapes in the vineyard was served. The owner of the vineyard gave a presentation about the wine and the value of the work being done. It was said that one kilogram of grapes goes into each 7.5 deciliter bottle of wine. With each barrel containing five hundred kilograms of grapes, the volunteers collectively picked enough grapes to make two thousand bottles of wine.

We then finished picking the grapes from the vineyard owner's field, and were served an end of the day snack of meat, cheese, and bread. Parting speeches were made thanking the participants, and pamphlets about the parks and the regional products were also made available. Participant satisfaction surveys were given out, and wine from the park was sold. We were able to speak with a few of the Credit Suisse employees, including one of the organizers of the event from Credit Suisse about their satisfaction with the setup and schedule of the volunteering day. The notes from the discussions with the main organizer of this event are below. As we left, we also spoke with Petra, who explained the value of the work to the parks. Each employee fulfilled the work of a forest ranger, who require salaries and training. For one day, the value is not so much, but with multiple volunteering days a year, the park benefits greatly.

One organizational difference from the UBS event versus the Credit Suisse event was the push by the vineyard owner to sell his products. At the Credit Suisse event, employees could buy wine and other products directly from the parks. Although regional wine was served at lunch at the UBS event, there was not emphasis put forth by the event coordinator to sell wine directly to the participants.

Program:
08:20 Arrival, short walk to the vineyard "Rinker"
08:30 Welcoming and presentation of the park
08:45 Division in 3 groups, transfer to the working places
09:00 Introduction and start of the volunteer fieldwork
10:15 Snack and inputs
12:30 Lunch with regional products
13:30 Continuing with the work
16:45 End of work
17:00 Finish with a snack
17:36 Return journey

Notes from our conversation with Credit Suisse organizer of the parks event.

- First time doing an event
    - Expressed interest in doing another event next year
- At Credit Suisse, a committee organizes all of the volunteering events.
    - Each employee gets up to four paid volunteering days
    - They create a plan at the beginning of every year
        - CSR spending budget made each year
            - The organizer had to request permission from the committee to run this event
- Stated that Swiss people do not go out of their way to volunteer on their own
    - The events gives them an opportunity to volunteer
- The organizer liked the hybrid social volunteering event
    - Volunteering aspects
    - Reward aspects
    - Snack breaks
- Believed the volunteering event makes the employees feel good about their company

APPENDIX B

The results of the questionnaire are shown in the following section. Of the data collected from the questionnaire, only some was necessary supporting evidence in the report. The remainder of the data was collected to give to the Swiss Parks Network as feedback on their product and process.

Report for Previously Participating Companies

Last Modified: 09/22/2015

1. How did your company discover the Swiss Parks Network corporate volunteering program?

#	Answer		Response	%
1	Contact with Swiss Parks Network		2	100%
2	Brochure		0	0%
3	Research Online		0	0%
4	Other		0	0%
	Total		2	100%

2. Why did you choose to book your corporate volunteering event through the Swiss Parks Network? Select all that apply.

#	Answer		Response	%
1	Competitive Cost		0	0%
2	Location of Volunteering Event		1	50%
3	Interest to Work with a Park		1	50%
4	Personal Contact through the Swiss Parks Network		0	0%
5	Other		1	50%
6	Opportunity to be Outdoors		0	0%
7	Cultural Experience		0	0%
11	Different Kind of Volunteering Experience		1	50%

Other
possibility of team assignments

Statistic	Value
Min Value	2
Max Value	11
Total Responses	2

3. How was the experience at the parks volunteering event used in internal communications? (Such as press releases, advertisements, social media, etc.)

#	Answer		Response	%
1			0	0%
2	Prefer Not to Answer		0	0%
	Total		0	0%

Statistic	Value
Min Value	-
Max Value	-
Mean	0.00
Variance	0.00
Standard Deviation	0.00
Total Responses	0

4. Do you feel the value of the volunteering event matched the cost of attending?

#	Answer		Response	%
2	Yes, proportional value to the cost		2	100%
3	No, lower value for the cost		0	0%
4	Yes, higher value for the cost		0	0%
	Total		2	100%

Statistic	Value
Min Value	2
Max Value	2
Mean	2.00
Variance	0.00
Standard Deviation	0.00
Total Responses	2

5. Why do you feel that the Swiss Park Network's event was not worth the cost of attending?

#	Answer		Response	%
1			0	0%
2	Prefer Not to Answer		0	0%
	Total		0	0%

Statistic	Value
Min Value	-
Max Value	-
Mean	0.00
Variance	0.00
Standard Deviation	0.00
Total Responses	0

6. Would you consider volunteering with the Swiss Park Network again?

#	Answer		Response	%
1	Yes		2	100%
2	No		0	0%
3	Yes, if		0	0%
	Total		2	100%

Yes, if

Statistic	Value
Min Value	1
Max Value	1
Mean	1.00
Variance	0.00
Standard Deviation	0.00
Total Responses	2

7. What does your company value in a volunteering event? Please rank from most to least important, with #1 being the most important and #6 being the least important.

#	Answer	1	2	3	4	5	6	Total Responses
2	Team building	0	2	0	0	0	0	2
3	Personal experience	0	0	1	0	1	0	2
4	Enjoyable activity	1	0	0	0	0	1	2
5	Increased environmental awareness	0	0	1	1	0	0	2
6	Impact on environment	1	0	0	0	1	0	2
7	Employee morale	0	0	0	1	0	1	2
	Total	2	2	2	2	2	2	-

Statistic	Team building	Personal experience	Enjoyable activity	Increased environmental awareness	Impact on environment	Employee morale
Min Value	2	3	1	3	1	4
Max Value	2	5	6	4	5	6
Mean	2.00	4.00	3.50	3.50	3.00	5.00
Variance	0.00	2.00	12.50	0.50	8.00	2.00
Standard Deviation	0.00	1.41	3.54	0.71	2.83	1.41
Total Responses	2	2	2	2	2	2

8. What skills used in the workplace do you feel were developed during volunteering event? Select all that apply.

#	Answer		Response	%
1	Leadership		0	0%
2	Teamwork		2	100%
3	Communication		0	0%
4	Perseverance		1	50%
5	Creativity		0	0%
6	Problem solving		0	0%

Statistic	Value
Min Value	2
Max Value	4
Total Responses	2

9. What features would you like to see added to the volunteering event?

#	Answer		Response	%
1			1	50%
2	Nothing to add		1	50%
	Total		2	100%

Some gamification to compare with other teams

Statistic	Value
Min Value	1
Max Value	2
Mean	1.50
Variance	0.50
Standard Deviation	0.71
Total Responses	2

10. Would you be interested in using your experience at the parks volunteering event for external communications?

#	Answer		Response	%
11	Yes		2	100%
13	No		0	0%
14	Had not considered external communications		0	0%
	Total		2	100%

Statistic	Value
Min Value	11
Max Value	11
Mean	11.00
Variance	0.00
Standard Deviation	0.00
Total Responses	2

11. Did you use the parks volunteering event in internal communications?

#	Answer		Response	%
11	Yes		2	100%
12	Prefer not to answer		0	0%
13	No		0	0%
	Total		2	100%

Statistic	Value
Min Value	11
Max Value	11
Mean	11.00
Variance	0.00
Standard Deviation	0.00
Total Responses	2

12. Do you feel the length of the volunteering event was an adequate amount of time?

#	Answer		Response	%
1	No, the event was too long		0	0%
2	Yes, the event was an adequate length of time		2	100%
3	The event could be a longer length of time		0	0%
	Total		2	100%

Statistic	Value
Min Value	2
Max Value	2
Mean	2.00
Variance	0.00
Standard Deviation	0.00
Total Responses	2

13. Why do you feel the Swiss Parks Network's event was worth more than the cost of attending?

#	Answer		Response	%
2			0	0%
3	Prefer Not to Answer		0	0%
	Total		0	0%

Statistic	Value
Min Value	-
Max Value	-
Mean	0.00
Variance	0.00
Standard Deviation	0.00
Total Responses	0

1. How did your company discover the Swiss Parks Network corporate volunteering program?

#	Answer		Response	%
1	Contact with Swiss Parks Network		0	0%
2	Brochure		0	0%
3	Research Online		1	50%
4	Other		1	50%
	Total		2	100%

Other
They came up to me

Statistic	Value
Min Value	3
Max Value	4
Mean	3.50
Variance	0.50
Standard Deviation	0.71
Total Responses	2

2. Why did you choose to book your corporate volunteering event through the Swiss Parks Network? Select all that apply.

#	Answer		Response	%
1	Competitive Cost		1	50%
2	Location of Volunteering Event		2	100%
3	Interest to Work with a Park		0	0%
4	Personal Contact through the Swiss Parks Network		1	50%
5	Other		0	0%
6	Opportunity to be Outdoors		1	50%
7	Cultural Experience		0	0%
11	Different Kind of Volunteering Experience		1	50%

Statistic	Value
Min Value	1
Max Value	11
Total Responses	2

3. How do you plan on using the experience at the parks volunteering event used in internal communications? (Such as press releases, advertisements, social media, etc.)

#	Answer		Response	%
1			0	0%
2	Prefer Not to Answer		0	0%
	Total		0	0%

Statistic	Value
Min Value	-
Max Value	-
Mean	0.00
Variance	0.00
Standard Deviation	0.00
Total Responses	0

4. What does your company value in a volunteering event? Please rank from most to least important, with #1 being the most important and #6 being the least important.

#	Answer	1	2	3	4	5	6	Total Responses
2	Team building	0	0	0	0	2	0	2
3	Personal experience	0	1	0	1	0	0	2
4	Enjoyable activity	0	0	0	0	0	2	2
5	Increased environmental awareness	0	1	0	1	0	0	2
6	Impact on environment	0	0	2	0	0	0	2
7	Employee morale	2	0	0	0	0	0	2
	Total	2	2	2	2	2	2	-

Statistic	Team building	Personal experience	Enjoyable activity	Increased environmental awareness	Impact on environment	Employee morale
Min Value	5	2	6	2	3	1
Max Value	5	4	6	4	3	1
Mean	5.00	3.00	6.00	3.00	3.00	1.00
Variance	0.00	2.00	0.00	2.00	0.00	0.00
Standard Deviation	0.00	1.41	0.00	1.41	0.00	0.00
Total Responses	2	2	2	2	2	2

5. What skills in the workplace do you hope will be developed during volunteering event? Select all that apply.

#	Answer		Response	%
1	Leadership		0	0%
2	Teamwork		1	50%
3	Communication		2	100%
4	Perseverance		1	50%
5	Creativity		0	0%
6	Problem solving		0	0%

Statistic	Value
Min Value	2
Max Value	4
Total Responses	2

6. What features are you hoping will be included in the volunteering event?

#	Answer		Response	%
1			1	50%
2	Nothing to add		1	50%
	Total		2	100%

Depense on the type of event!

Statistic	Value
Min Value	1
Max Value	2
Mean	1.50
Variance	0.50
Standard Deviation	0.71
Total Responses	2

7. Would you be interested in using your experience at the parks volunteering event for external communications?

#	Answer		Response	%
11	Yes		1	50%
13	No		1	50%
14	Had not considered external communications		0	0%
	Total		2	100%

Statistic	Value
Min Value	11
Max Value	13
Mean	12.00
Variance	2.00
Standard Deviation	1.41
Total Responses	2

8. Did you plan on using the parks volunteering event in internal communications?

#	Answer		Response	%
11	Yes		0	0%
12	Prefer not to answer		0	0%
13	No		2	100%
	Total		2	100%

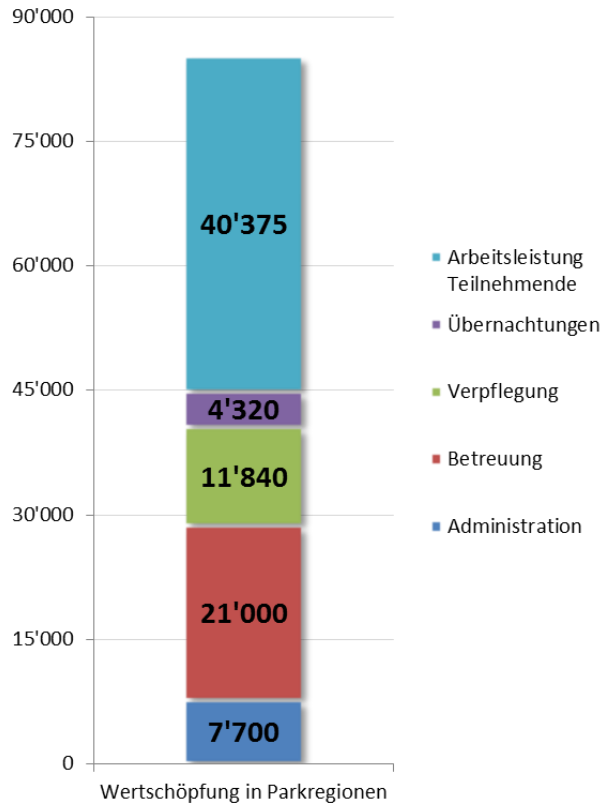
Statistic	Value
Min Value	13
Max Value	13
Mean	13.00
Variance	0.00
Standard Deviation	0.00
Total Responses	2

APPENDIX C

This appendix contains information gathered on the Swiss Parks Network corporate volunteering program collected from June of 2014 to December of 2014. These graphics offer information on the value of the volunteering and survey responses of different parts of the Parks Product.

Value of Parks Estimation

Zusammenstellung des Gesamtumsatzes der Einsatzpärke
CV-Projekt II (2014)



Total: CHF 85’235.-
Per Volunteer ∅ CHF 288.-
Plus Zusatzverkäufe/Mitarbeitergeschenke

This graphic shows the value of volunteering to the parks, looking into different facets of the volunteering. The Arbeitsleistung Teilnehmende (work by volunteers) category is the total value of the volunteering work done, which was estimated to be CHF 40,375. The other categories are influenced more so by the companies paying for the events than the volunteers attending. The Übernachtungen (overnight) category is the money paid to the parks for any volunteers staying overnight. The Verpflegung (catering) category is the money paid to the parks for the food and drinks served during the events. The Betreuung (care or support) category is the money given to the parks for the rangers running the event. The administration category is the money paid to the organizers of the event.

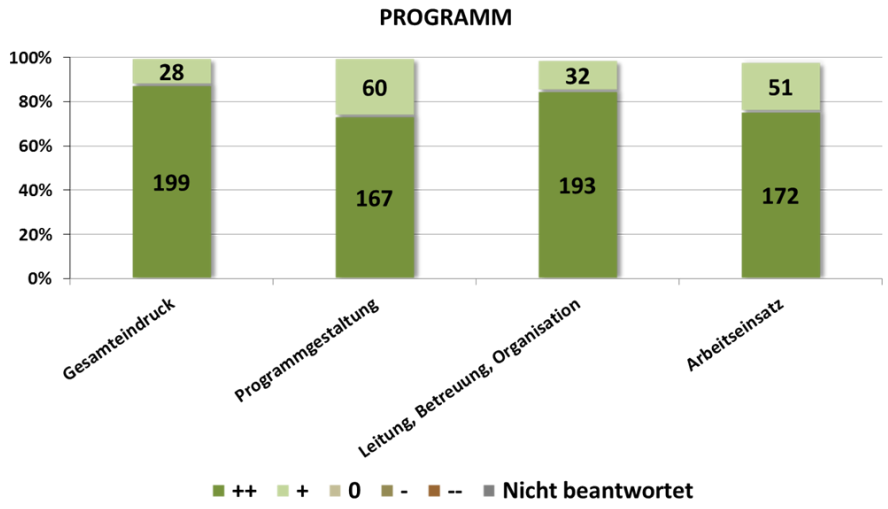
The value per volunteer stat (CHF 288.-) was generated by taking the total value (CHF 85,235) and dividing by the number of volunteers (296).

Survey Responses

As previously mentioned, the Swiss Parks Network also collects info on their volunteering events through surveys to participants. The surveys were distributed to 296 volunteers with 227 responses. Each category is ranked on a five-point scale, with ++ being the best ranking and -- being the worst. These responses were broken into three sections: program, inputs, and framework.

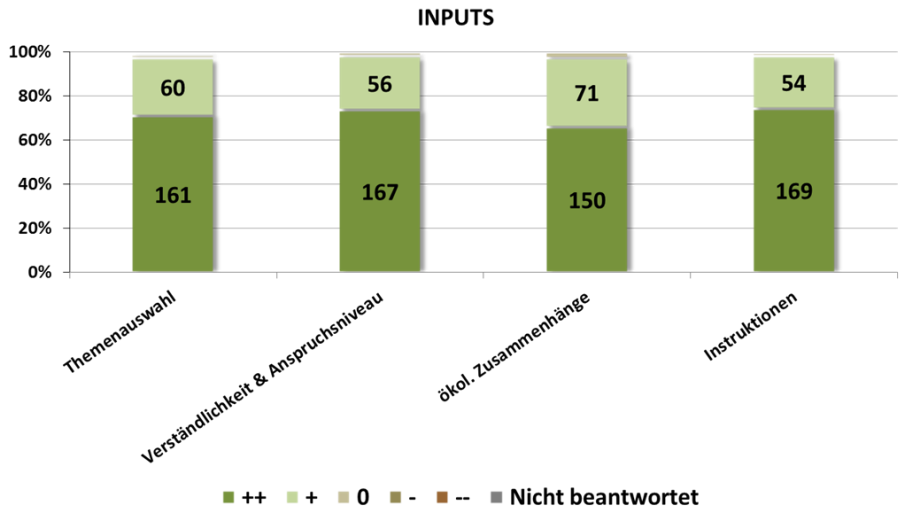
Zusammenfassung der Resultate der Teilnehmerevaluationen
CV-Projekt II (2014)

Total: 296 Volunteers, 227 filled out the Evaluation



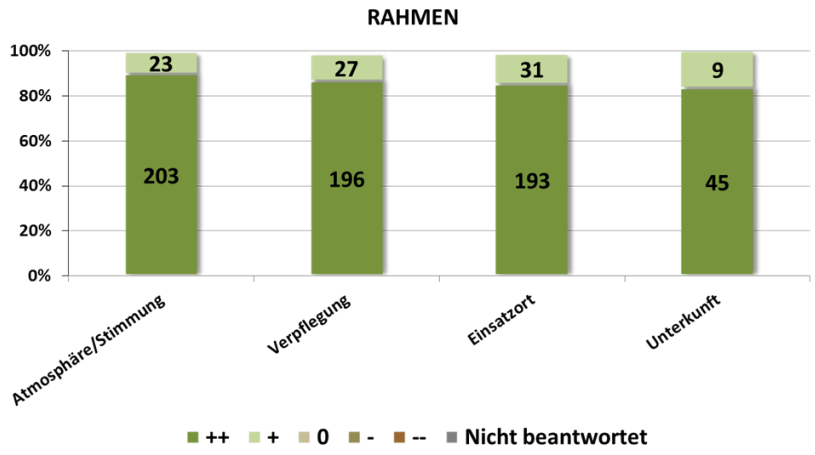
PROGRAMM	++	+	0	-	--	Nicht beantwortet
Gesamteindruck	199	28	0	0	0	0
Programmgestaltung	167	60	0	0	0	0
Leitung, Betreuung, Organisation	193	32	2	0	0	0
Arbeitseinsatz	172	51	1	0	0	3

The results of the program section were almost 100% positive, with a few neutral responses in the Leitung and Arbeitseinsatz categories.



INPUTS	++	+	0	-	--	Nicht beantwortet
Themenauswahl	161	60	3	0	0	3
Verständlichkeit & Anspruchsniveau	167	56	4	0	0	0
ökol. Zusammenhänge	150	71	6	0	0	0
Instruktionen	169	54	3	0	0	1

These responses were mostly positive, with a few neutral responses in each category. None of the categories had negative responses.



RAHMEN	++	+	0	-	--	Nicht beantwortet
Atmosphäre/Stimmung	203	23	0	0	0	1
Verpflegung	196	27	3	0	1	0
Einsatzort	193	31	1	0	0	2
Unterkunft	45	9	0	0	0	0

The categories were almost all positive, with a few neutral responses in the Verpflegung (catering) category and one neutral response in the Einsatzort (jobsite) category. The Verpflegung category also had one very negative response.

The collection of this data is important to the Swiss Parks Network because they can see where their product needs improvement. With a large majority of the responses being positive, there are few areas to be improved from an employee satisfaction standpoint. The strength of the Swiss Parks Network program is evident in these results.

APPENDIX D

This appendix is the Excel document that shows the case studies conductor for the project. It is a large excel sheet that contains varying levels of details on individual U.S., Swiss, and other international companies. We used these studies to determine the trends for the primary analysis of this project. We identified a few categories to specifically analyze in each document as well as more general comments specific to each company. This excel document will serve as a large base of information as well as provide a way to look at individual parts of a company's CSR program. Please see the attached "Appendix D" Document.

APPENDIX E

This appendix is the Excel document that shows the justification for each “Yes” and “No” on the Company Ranking Chart. Each of the parenthetical numbers is on the page numbers in the individual CR reports sourced in the reference section.