

**VOLUNTEER NETWORKING BUSINESS: THE CASE OF
HAND UP NETWORK**



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VOLUNTEER NETWORKING BUSINESS: THE CASE OF HAND UP NETWORK

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ABSTRACT

The purpose of this paper is to find the possibility of volunteer networking business in Thailand whether it is workable for Thai people or not. The professional service is the key concept of this business model, which could attract more Thai volunteers to do volunteer works by allowing them to use their own professional skill to help the society. Hand Up Network is the organization that provides volunteer service to match skill-based volunteers and non-profit organization and applies professional services in their volunteer's program. The research methodology was applied by using an in-depth interview with both Hand Up network's founders and skill-based volunteers.

The result revealed that all target volunteers would like to participate volunteer program from Hand Up Network because Hand Up Network's business model can eliminate the limitation and obstacle to do volunteer works in Thailand while it can also provide the right volunteer's motivation and inspiration to the volunteers. The result revealed that volunteer networking business from Hand Up Network can grow up in long term if the organization can develop more success stories and organization's reliability to the society.

KEY WORDS: Volunteer management / Pro Bono / Professional services / Networking Business / Non-profit organization

28 pages

CONTENTS

	Page
ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
LIST OF FIGURES	v
CHAPTER I INTRODUCTION	1
CHAPTER II LITERATURE REVIEW	3
3.1 Networking business with non-profit organization	3
3.2 Volunteering management	4
3.3 Corporate volunteering	6
3.4 Professional services	6
CHAPTER III RESEARCH METHODOLOGY	8
CHAPTER IV FINDING	11
4.1 Hand Up Network	11
4.1.1 Business background	11
4.1.2 Volunteer in Thailand	12
4.1.3 Business model	13
4.1.4 Revenue model	17
4.1.5 Limitations and obstacle	18
4.2 Skill-based volunteer	18
4.2.1 Volunteer background and experience	19
4.2.2 Volunteer perspective toward Hand Up Network	23
CHAPTER V CONCLUSION	24
5.1 Summary	24
5.2 Recommendation	25
5.3 Limitations and suggestions for future research	26
REFERENCES	27
BIOGRAPHY	28

LIST OF FIGURES

Figure		Page
4.1	Hand Up Network volunteer community	12
4.2	Hand Up Network business model	15
4.3	Hand Up Network volunteer management program	16
4.4	Hand Up Network revenue model	17
4.5	Limitation and obstacle to volunteer in Thailand	20
4.6	Volunteer's motivation and inspiration	21



CHAPTER I

INTRODUCTION

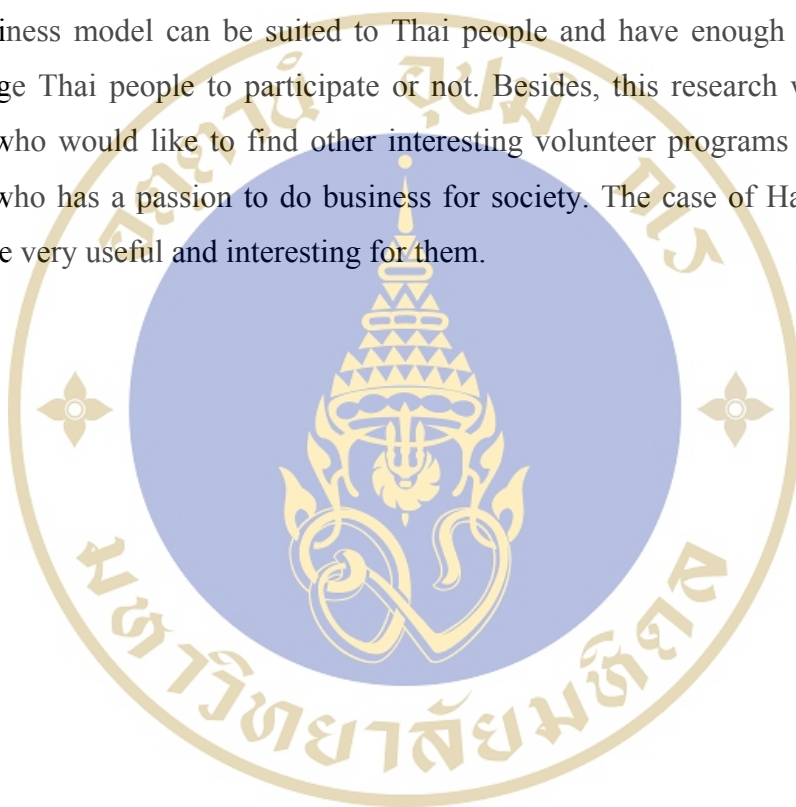
The world is becoming better if we can encourage people to play their part in creating something for society. When talking about volunteer in Thailand, it seems that Thai people has not known much about volunteer program in their country compare to foreigners that usually come to Thailand to participate in volunteer abroad program. The information of volunteer program has been circulated among a small group of people that usually volunteer in their daily life. Donating money is one kind of giving in the world, and Thailand has the large number of people donating money to charity. It seems that Thai people love to donate money more than volunteer. The positive environment has to be created to encourage Thai people to volunteer, changing their volunteer perspective and behavior. How can we strengthen the ability of communities around Thai people to volunteer? Voluntary work is to make giving more effective and successful. It makes giving more beneficial for everyone. It is said “If you give a man a fish you feed him for a day. Teach a man to fish and you feed him for a lifetime”, so doing an effective volunteer work can give a sustainable benefit to the society and making the world more generous.

There is an interesting volunteer concept called “professional services” or “Pro Bono”. It means to do something for society by using people professional skill. There are many countries that have implemented this concept in their volunteer programs. It is turning the traditional way of volunteer program in the world. People can use their own capability to help the society while the non-profit organizations or social enterprises can receive more sustainable solution with spending lower budget. This concept creates more value of doing volunteer in the society.

There are many business platforms that matching demand and supply which mostly are producers and consumers, however this business platform can be applied to volunteer business by matching volunteers and non-profit organizations or social enterprises instead. Hand Up Network is the organization that provides skill-based

volunteers to help solving the problem for society. Pro Bono is an efficiency method for Hand Up Network to apply in Thailand volunteer work. They provide the full services of volunteer management to serve both volunteer part and social part. They believe that people skills can make a different if they can match the right people to the right volunteer work.

Therefore, the main purposed of this research is to explore the whole concept of business model from Hand Up Network and learn how they implement professional services volunteer in Thailand. The researcher would like to test whether this business model can be suited to Thai people and have enough attractiveness to encourage Thai people to participate or not. Besides, this research would benefit to people who would like to find other interesting volunteer programs in Thailand and people who has a passion to do business for society. The case of Hand Up Network would be very useful and interesting for them.



CHAPTER II

LITERATURE REVIEW

This research is related to volunteer networking business and use a case from Hand Up Network to represent this business model in Thailand. There are four key factors that are related to this research. Networking business with non-profit organization, volunteer management and corporate volunteering are the first three factors that reflect to the overall business of Hand Up Network, and the last factor is Professional services which is the key factor that make the volunteer services from Hand Up Network differentiate from other volunteer programs in Thailand.

2.1 Networking business with non-profit organization

The networking business that collaborates with non-profit organization can be the cross-sector collaboration and it enables both sides to share resources and leverage distinctive competencies. Since there are two parties that need to collaborate together and they have the difference of interests and rationalities, it is not easy to develop and sustain this collaboration. This is the challenge that the brokers would need to develop the program that can sustain and well-manage among the complexity. Thus, the significantly grow of the third-party that acts as a collaboration facilitators become dominant. The growing demand in service of non-profit organization and social enterprises make them looking for more collaboration with business in order to meet their missions. Volunteering is an important for non-profit collaboration and surprisingly that volunteering community is the fastest growing area community activity for businesses in the UK, Western Europe and North America. This growth leads to increasing in the broker that facilitate the local volunteer to organizations and some studies also suggest the broker to foster multiparty cooperation and supporting collaborative. Due to an increasing in demand of cross-sector collaborations, it is not surprising that there are many specialist brokers that offering advise and support not

only for business sector but also for government agencies and non-profits organization. Many organizations offer a support to employers from providing one-off volunteering activities through comprehensive volunteering programs. Brokers can be both non-profit organization and for-profit organization. They can provide consultancies services as a business. It seems that the number of for-profit of brokers are increasing. Besides, local volunteer centers are also becoming a broker in cross-sector or employee volunteering collaborations. Nowadays, there are many of volunteer centers that feeding volunteers to local communities, providing variety of volunteering expertise. The volunteer hub can contact and support to cooperation between volunteers and organization. It is depend on volunteer's motivation and broker's capacity. An increase in number of volunteer centers can extend their traditional work of supporting volunteer to assist business and increase number of government agencies and their employee volunteering schemes. Currently, it seems that volunteer networking broker becomes a key play role in the society. They play a significant role to be the middle of the cooperation of two parties, bringing interested two parties together and developing relationship. The role of brokers can be enlarged in the society. Moreover, the collaboration through brokers can help building trust across the sectors in order to achieve the mutual benefits, understanding and learning (Lee, 2015).

2.2 Volunteering management

Volunteers play a significant role for non-profit organizations. Volunteer works have an effect on the success or failure of them due to many of them have to face funding problem with limited budget for their works. Volunteers are not employees so their expectation to do some works for nonprofit organization is difference. They are not be paid by the organization which means they are not motivated by monetarily, so the standard motivation that has been used to motivate employee may not work with volunteers (Carvalho and Sampaio, 2017). Volunteers mostly are motivated by self-satisfaction as an intrinsic motivation, which has many researches to support in this subject. Volunteers also generally have more jobs related satisfaction then people who do not participate in volunteer. Humanitarian and

benevolence are the main factors that people do volunteer. It is true that people have a sense of empathy and compassion that why they provide help for other people (Waikayi et al., 2012). Another group of volunteer can be related to extrinsic rewards from group activity and being part of the volunteer work environment. The research found that young people has more motivation to be a volunteer because they would like volunteering activity linked to a strong desire to gain experience and it can help them to improve their personal skills whereas older adults have are motived by other reason that related to value and sense of responsibility towards the community (Nave and Paço, 2013). Most of the nonprofits have underestimated the value of volunteer and they have not developed the program that can take the full advantage and maximize the ability and knowledge of the volunteers. To screening the volunteers, there is a selection method that would need some investment both money and time from the organization in order to select the right volunteer and prevent the mismatch and retention problem. However most of the literature focuses on how volunteers are actually motivated and what the mechanism that should be used in order to manage volunteers. The model that included many practices to manage the volunteers as: planning, recruitment, screening, orientation, training and support, performance management, and recognition, has been implemented in order to well manage the volunteer and it has shown that a clear investment in volunteer leads to the successful and impactful of using volunteer for solving non-profit organization problem. One of the most important practices is how to attract the volunteers. The diverse communication channels can be the highlight tools to attract and reach more volunteers. A well-design volunteer program can be matched the volunteer perception and expectation with the organization problem. The program can be created since the start of teaching volunteers about the organization and its culture then promoting volunteer with other volunteers and staffs (Carvalho and Sampaio, 2017). Realize the importance of building relationship with the volunteers and the organization; social networking site has become an importance channel to spread the information of volunteer campaign which can reach to the right volunteers nowadays (Baruch et al., 2016), however, it seems that not all the non-profit organization or social enterprise have enough resources and knowledge to focus on volunteer management.

2.3 Corporate volunteering

In term of corporate social responsibility, companies start to develop more volunteer programs and it can improve their image by increasing positive perception from consumers because the companies contribute the greater commitment to a humanitarian. Moreover, other stakeholders also respond positively to social responsible companies. If the company can properly implement corporate volunteering program, it will bring benefits to many different related groups. For example, solving social problem and improving quality of life in the society, creating positive effects on employee work attitudes, satisfaction, learning and motivation, and enhancing corporate image and giving reputational benefits to firms (Nave and Paço, 2013). Research in the USA indicates that over 90 per cent of Fortune 500 companies run formal employee volunteer programs that utilize resources of the company (Lee, 2015). Moreover, governments in the UK also significantly encouraged employers to support employee-volunteering programs in both private and public sector workplaces (Carvalho and Sampaio, 2017). From the non-profit perspective, corporate volunteering can provide “people power” as a volunteer community to help non-profits function more effectively by using employee’s professional skills, building sustainable relationship and offering business supporting for non-profit organization’s work. Many of the studies have a suggestion to corporate to encourage employee to volunteer because it can be an instrument to develop more interactive and sustain business with non-profit relationships (Lee, 2015).

2.4 Professional services

Professional services are the intensive performances that required complex knowledge and highly educated from many professionals such as doctors, attorneys, dentists, social workers, physical therapists, journalisms, financial advisors and marketing practitioners that would give their time and expertise for well being of their clients without payment. “Pro Bono” is a short term from “pro bono public” that means “for the public good” in Latin word. It refers to professional work undertaken voluntarily and without payment or at a lower payment rate to serve public interest. Pro Bono service is very differentiate from volunteerism because it applies specific

skills to provide services to people who are unable to pay themselves (Mccoll-Kennedy et al., 2015). Most of the research focused on Pro Bono in law school because it was initiated in the complex areas of law that requires assistance from Pro Bono lawyer to provide their services to the society, however, this professional services is not limited to only the law area and it has been expanded to other business fields in order to provide different kind of professional services to the society.



CHAPTER III

RESEARCH AND METHODOLOGY

This study focused on qualitative in approach in order to answer the question whether the model of volunteer networking business with applying professional services concept is workable in Thailand or not. The researcher developed a single case study focusing on how Hand Up Network implements their volunteer networking business in Thailand and what are the key factors of this model that have an influence to the participation level of Thailand's volunteers.

In line with the scope of this study, to analyze and test the hypotheses of volunteer networking business model in Thailand through Hand Up Network organization, this study relied on a qualitative approach, which is an in-depth interview in order to collect the qualitative data. The founders of Hand Up Network are the main subjects of this study since they are responsible for managing the organizational capabilities to drive volunteer networking business in Thailand, and ultimately for the survival of the organization. The interview was conducted on a one-to-one basis by the researcher. The framework was designed to encourage interviewees to talk intensively about their passions, experiences, perspectives and opinions that would inspire the founders to set up volunteer networking business in Thailand. Besides, all the dimensions of Hand Up Network's business model need to be recorded in order to analyze further with the data that the researcher received from volunteer side. Thus, the scope of questioning Hand Up Network's founders is covered the dimensions of their business model as following,

1. Business background – To understand an initiative idea of Hand Up Network through the founder's passion and the organization vision.
2. Volunteer market situation and analysis – To understand Thailand volunteer market situation from Hand Up Network perspective and explore the market inside.

3. Business model – The researcher separated the questions in four parts according to the 4Ps model, which are product and service, price, place and promotion.

4. Revenue model – Since Hand Up Network is for-profit organization, this part of interview is covered how the organization can generate revenue through the networking between volunteer and non-profit organization.

5. Limitation and obstacle – The scope of this part is covered the limitation and obstacle from the beginning period of starting Hand Up Network in Thailand to the limitation and obstacle during the operation.

Apart from collecting the data from Hand Up Network, the researcher also conducted an in-depth interview with Thailand volunteers. The selected volunteers are not necessary to be an existing volunteer that used to participate in Hand Up Network's volunteer program, but they should only be skill-based volunteers, which is Hand Up Network's main target group of volunteers. The interviewees need to have work experience in the particular business fields that Hand Up Network focuses on, for example, branding, business development, coaching, communications, data analysis, financial, fundraising, writing, operation management, marketing, strategy consulting, research, human capital development, etc. The interviewees can be an employee in the organization, freelance, or business owner. This study was grouped skill-based people into two groups and identified as following,

1. Skill-based volunteers who usually or occasionally participate in volunteer program. The program that the researcher identified in this study can be either professional services volunteer program or other volunteer programs. Thus, as long as the interviewees have the target skills and used to participate more or less volunteer program in the past can be counted under this group of interviewees.

2. Skill-based volunteers who have never participated in volunteer programs or activities before. However, the interviewees in this group need to have the target skills that Hand Up Network is looking for same as the first group of the interviewees. The researcher focused on the reason or the obstacle and limitation that made this group of interviewees never participated in volunteer programs.

The researcher also developed a framework of questioning Thailand volunteers in order to analyze and test the concept of professional services from Hand

Up Network whether this concept has enough attractiveness to these two type of target volunteers or not. The framework is covered the dimensions as following,

1. Volunteer Experience – To analyze whether the volunteer experiences have an influence on the level of interesting in professional services volunteer from Hand Up Network or not.

2. Motivations and Inspiration – To analyze the motivation and inspiration of participating volunteer program and to test whether the business model from Hand Up Network can motivate and inspire the interviewee to do more volunteer or to start participating volunteer program or not.

3. Obstacle and Limitation – To analyze and understand whether obstacle and limitation of doing volunteer in Thailand have an effects to Hand Up Network business model or not. This would reflect to Thailand volunteer market situation and Thailand volunteer's perception.

4. Professional services – For this part, the researcher may introduce Hand Up Network and professional services concept to the interviewees first and assure that they are understand the overall of the concept. After that the researcher would start to interview and test the perception and opinion of the interviewees whether they are interested in this concept and would like to participate or start thinking to participate in Hand Up Network's volunteer program or not. Feedback and suggestion from the interviewees are the key factors of this part of the interview.

CHAPTER IV

FINDING

An in-depth interview was conducted with Hand Up Network's founders, focusing on their passion, motivation and idea to bring professional services to Thailand and how they developed the business model for Hand Up Network to run the volunteer networking business in Thailand. The researcher conducted an interview with all the three co-founders together and motivated them to speak freely and explain their volunteer business model including their limitations and obstacles of running this business.

4.1 Hand Up Network

4.1.1 Business Background

Hand Up Network was established in 2014. The mission of the organization is to engage, mobilize and empower Pro Bono talents to strengthen good social organizations. At Hand Up Network, they believe that people can create a better society.

The insight that Hand Up Network found after analyzing Thailand volunteer market was Thailand volunteer programs and activities available in the market could create only short-term benefits with unsustainable solutions. The volunteer activities in Thailand mostly required only manpower, not skills or talents that could generate knowledge and resource, which would help non-profit organizations to solve the problem in the long term in a more sustainable way. The truth is non-profit organizations or social enterprises also need help from volunteers in other ways. For example, the volunteer program that needs manpower for building facilities such as toilets or canteens for schools in Thailand's suburb. The insight was after the volunteers finished their work, people in that local community often re-built the construction, because the volunteers did not have sufficient skills and knowledge

to do this kind of work, so this problem made the volunteer programs in Thailand less efficient and not sustainable at all.

Hand Up Network believes that professional services would be the solution that can create the better volunteer community in Thailand. It can create win-win situation. Social enterprises and non-profit organizations can get more sustainable solutions to solve their problem while volunteers can practice their specialized skills and learn from other people experiences during the volunteer program. Hand Up Network would like to eliminate the boundary between NGOs and corporates by creating the networking volunteer community in Thailand. The ultimate propose is to strengthen Thailand volunteer community and make the sustainable volunteer works to help the society.



Figure 4.1: Hand Up Network volunteer community

4.1.2 Volunteer in Thailand

Thailand is one of the most famous countries for volunteer travel industry for foreigners. There are many hundreds of programs to apply in a variety of fields. Both skilled volunteers and unskilled volunteers are always welcome. However, surprisingly Thai people rarely know about volunteer programs in Thailand, as it is not common for Thai People to do volunteering works compared to foreigners. Volunteering in Thailand mostly focuses on helping elephants, teaching children,

providing facilities for blind people, improving health care, preserving environment, etc.

Regarding the study from CAF world Giving index 2016, it shows an interesting result that Thailand is ranked 12 out of 140 countries donating money to charities, while Thailand is ranked 84 out of 140 countries of individual volunteering. There are two dimensions for this study. First, it can represent the lack of volunteering perspective of Thai people. Second, volunteering programs in Thailand has been developed in a very conservative way, which are not attractive enough for Thai people to participate. However, Hand Up Network still believes in the second assumption and after run the business for 2 years, surprisingly, more than 90% of Hand Up Network's volunteers have never participated in any of volunteer programs before. It could imply that there are many Thai people who would like to participate in volunteer programs, if they have a chance or if the volunteer program can easily reach to Thai People and become easier to participate with less effort.

4.1.3 Business Model

During the first year of running volunteer networking business, Hand Up Network needed to run their projects for free in order to develop their business reliability and successful stories. Since the professional services are very new in Thailand volunteer market, Hand Up Network had to strongly educate this concept to the market for both non-profit organizations and volunteers. The success of their project in the past would be the proven tools for finding more opportunities to receive efficient projects that can generate revenues in the future. They had been struggling for a year and eventually they could sign the first big project from Banpu Public Company Limited for winning the competition of social venture capital. The funding that Hand Up Network received from Banpu was the first capital money to spend for their operation cost to run more projects with NGOs in the future.

Since volunteer market in Thailand is still in a small community and all information is circulated only among the small group of people, partnership in volunteer community is very important for Hand Up Network to run the business further. Hand Up Network has cooperated with many strategic partners such as Thai Young Philanthropist Network (TYPN), Banpu Public Company Limited., NEEDED

foundation, The Stock Exchange of Thailand (SET), and Volunteer service overseas (VSO). These are the accelerator to develop business reliability and grow up faster in Thailand.

The business model of Hand Up Network is matching demand and supply. Demand is from non-profit organization or social enterprises that would need manpower and knowledge to solve problems, and supply is from Thailand volunteers who would like to participate in the volunteer program in order to help the society. Hand Up Network acts as a volunteer hub, which provides volunteer platforms through their specific volunteer management model.

From figure 4.2, Hand Up Network provides professional services volunteer program and skill practicing during the program to skill-based volunteers while the volunteers can provide their knowledge and skill to participate in the volunteer program and ultimately to help NGOs to solve the problem. Besides, the volunteers also can explore the new volunteer experience from NGOs during the program. The success story after conduct the program can help Hand Up Network to promote their organization and volunteer program further. Moreover, there is a corporate part in Hand Up Network business model. Hand Up Network can provide their specialized volunteer management skill and knowledge to create CSR program and corporate volunteer program, or they can be a consultant for corporate to implement their social programs and activities. Corporate also can provide their employee to participate Hand Up Network volunteer program as well, and this would eliminate the boundary between the corporate and NGOs. These two parties could have a chance to work together. Hand Up Network can be the middleman, who can strengthen all three parties, which are corporates, NGOs and volunteers. This business is win-win model that all the parties can get the benefit by participating in Hand Up Network volunteer program.

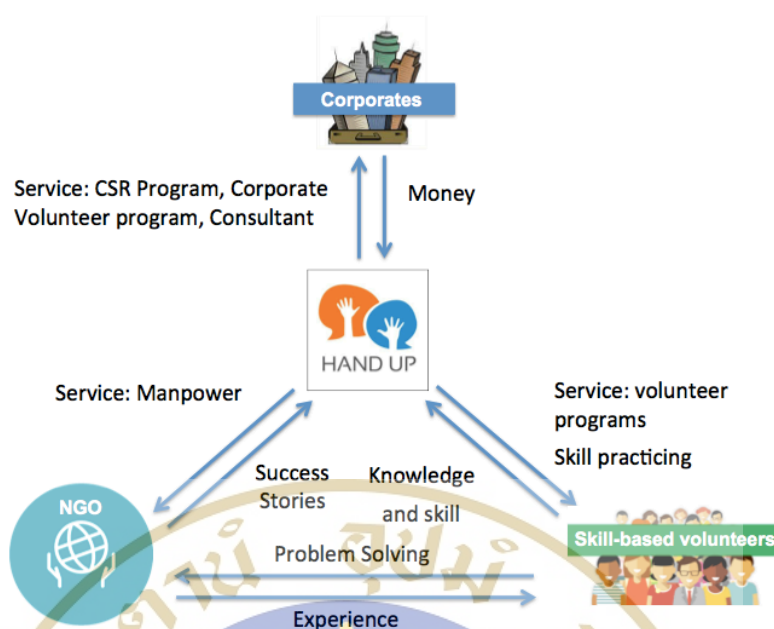


Figure 4.2: Hand Up Network business model

Hand Up Network can break through the traditional Thailand volunteer program by applying professional services in their program. The program focuses on how to maximize and utilize volunteers existing skills to help the society. The program can allow the volunteers to apply their skills during brainstorming session and present the solution to NGOs. The program is quite the same as a business pitch, which allow volunteers to brainstorm and present the solution plan to NGOs. Hand Up Network has a perception that this would create more sustainable solution for NGOs than the normal volunteer program in Thailand.

During the volunteer program, Hand Up Network has a very specific volunteer management. From figure 4.3, there are 5 steps in their volunteer management program, the first step is to do the research, find the problem and prioritize the problem from NGOs. The second step is to recruit the volunteers, by focusing on skill-based basis, which they focus on the business skills as following, branding, business development, coaching, communications, data analysis, financial sustainability, fundraising, human capital development, operation management, marketing, research, strategy consulting, writing, etc. The third step is to match the right volunteer with right project from NGOs. Moreover, Hand Up Network also provides orientation program, training, educating, and time management to both

volunteer and NGOs during the forth step and the volunteers can present the solution to solve the problem at the last session of the program. The last step is to implement the solution, evaluate and monitor the result and feedback to both parties, which are volunteers and NGOs. This last process is to assure the solution that NGOs received from Hand Up Network's volunteer program is workable and meet a satisfaction for both NGOs side and volunteer side.

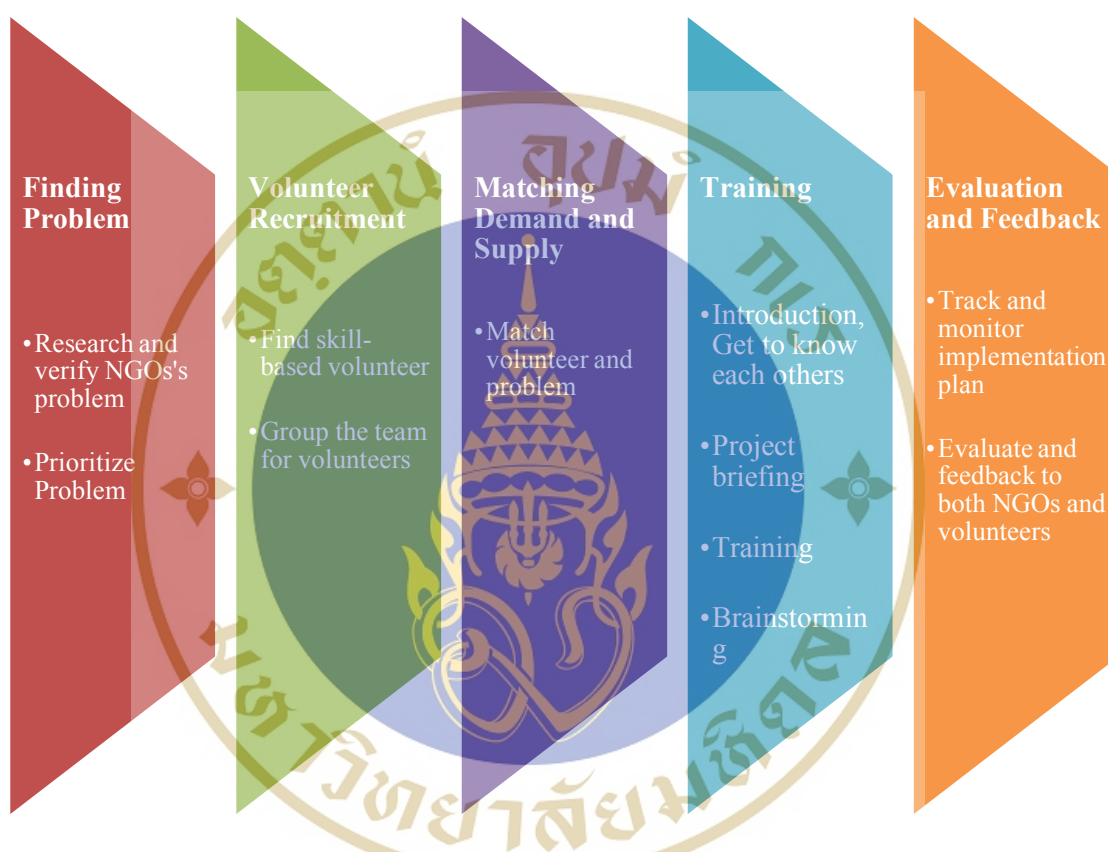


Figure 4.3: Hand Up Network volunteer management program

There are two volunteer models that Hand Up Network has created to serve Thailand Volunteer market; first “Team Program” is the 3-month volunteer program. This program requires 3 hours per week for 3 months. This program can create the better problem solving since Hand Up Network believes that volunteers needs time to understand the overall of what NGOs or social enterprises do and what are their problems in order to develop the best solution, second “Skill Marathon program” is the short volunteer program which requires only one or two days. This program is for small project, which consumes less working time from volunteers.

The channel that Hand Up Network uses to promote their professional services volunteer concept to volunteers, NGOs, and corporates is mostly through online channel, which use less cost and expenses comparing to offline channel. The online channel that Hand Up Network uses are Facebook and Facebook Ads. Connection and word of mouth are the main strategy to convince people to join the program since professional services are very new in Thailand and Hand Up Network needs to educate people to understand the concept first, so connection and word of mouth are the best way to convince people to trust in Hand Up Network and participate the volunteer program.

4.1.4 Revenue Model

From figure 4.4, there are 4 revenue models that Hand Up Network implements to operate volunteer networking business in Thailand. The first step of Hand Up Network revenue model is to do fundraising and they could receive the first fund from Banpu Company Limited. The second revenue model is to sign the project with partnership. The contract would be project by project. The third model is to share revenue with partnership as a win-win business revenue sharing, and the last model is to act as a consult services for corporate to provide CSR program or corporate volunteer program, which can be called service grant.

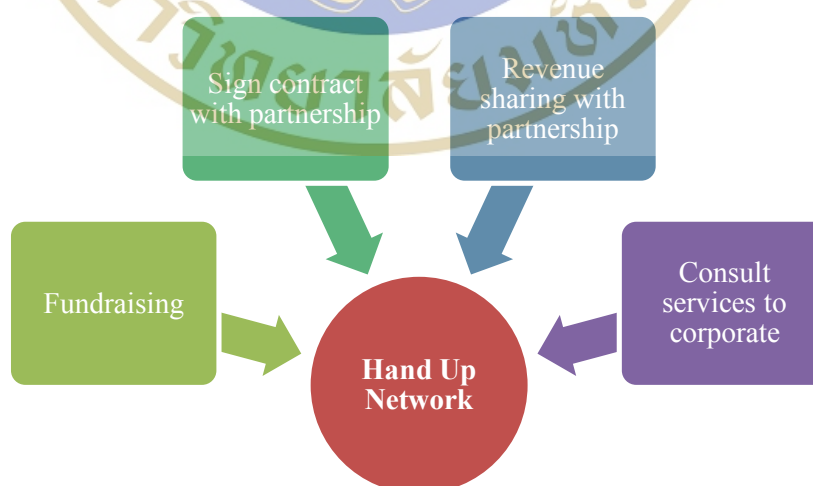


Figure 4.4: Hand Up Network revenue model

4.1.5 Limitations and Obstacle

Since this business only exists in Thailand for two years, the big obstacle from Hand Up Network is how fast that they can educate the market. An insufficient knowledge from volunteers, non-profit organizations and corporates makes Hand Up Network needs to invest their time to convince and educate people. They cannot go further if the NGOs and social enterprise do not understand the whole concept while volunteers also have a question how to implement their skill to help society. The first obstacle leads to the second obstacle. This business model needs long term to create success story to prove the business model and create trust to people. It can be called the longer time the better growth for Hand Up Network. The methodology of volunteer management program needs to be improved according to the different demand of volunteer and social enterprise. Hand Up Network needs to create better volunteer program to engage more people and keep improving. The last obstacle is how to promote their business to large group of people since they can use only word of mouth and connection to convince people. The new of this concept would be a barrier that Hand Up Network cannot use other tools to do their marketing. It would make them lose people trust since the company is for-profit organization, which makes some conflict in people feeling if they strongly promote themselves in the market.

For future model, Hand Up Network will focus on aging work force, which will expand their target volunteer to after retirement people. This group of volunteer may have more leisure time comparing to working people while they have more specialized skills and experiences. They might be a famous people in business field, which can be a good influencer to attract more participants for Hand Up Network.

4.2 Skill based volunteer

To test and analyze whether professional services that Hand Up Network provides to match demand and supply in Thailand will be workable for Thailand Volunteers or not, the researcher conducted an in-depth interview to seven target volunteers. They all work in different selected business field in Bangkok. The researcher selected only the people, which have the specific skill according to Hand

Up Network's target volunteer group. Some of the interviewees usually do a volunteer in their daily life whilst some never or rarely participate in any of the volunteer programs in Thailand.

4.2.1 Volunteer background and experience

The first question for volunteer interviewees is about the volunteer background and experience. The interviewees can speak freely about their volunteer experience in the past. This part of the question also led to what they are thinking about volunteer program in Thailand.

Most of the interviewee cannot recognize any of volunteer programs in Thailand. Some can explain the concept of the volunteer programs but they cannot tell exact name of the organization or foundation. The information about the volunteer in Thailand has been circulated only in a small group of people. The volunteer in Thailand will be very popular regard to the crisis in the country. For example, flood crisis or tsunami disaster that could encourage and motivate Thai people to volunteer for a short time to help their country, but not in the long-term dedication.

The researcher also asked questions about how to get access to the volunteer information in Thailand. Six from seven of the interviewees rarely receive volunteer information in their daily life. There is only one interviewee, who usually joins the volunteer program in Thailand, knows the channel to get access to the volunteer information while the rest of interviewees have limited knowledge and did not know how to search or get volunteer information in Thailand.

This information can be implied that only the active people who usually participate in the volunteer program know where to get access to the volunteer information. Thailand volunteer is very limited in the small group of people and it is not get into Thai people's consideration if there is no crisis in the country. The lack of communication from organization or foundation make Thai people does not familiar to participate in volunteer program.

The researcher also asked about the limitation and obstacle of doing volunteer in Thailand. Six from seven of the interviewees have time limitation to participate volunteer programs while the only one interviewee, who is a business owner, has flexible working time, so she does not think that time is her obstacle to

volunteer but the lack of skill and knowledge is a significant problem in her perspective.

Most of Thailand volunteer program requires 2-3 days to participate and the volunteers need to travel to other province, which cause them to put more effort to participate these volunteer activities. Two of the interviewee said that once the program requires to travel to another province, they are quite afraid to participate alone, so they need to find an accompany and this would make more difficulties to volunteer. They think that volunteer in Thailand is quite complicated in term of required skill, time and place.

“Even if I really want to help children in the suburb, but building toilet or painting wall are really hard for me. It is not suited to me at all. I have no skill to do such kind of activities.”

Therefore, the first three limitations and obstacles to do volunteer in Thailand are time limitation, inconvenience place and lack of skill and knowledge. Besides, the lack of information is also one of an important factors that why six from seven of the interviewees have less motivation to volunteer. (Figure 4.5)

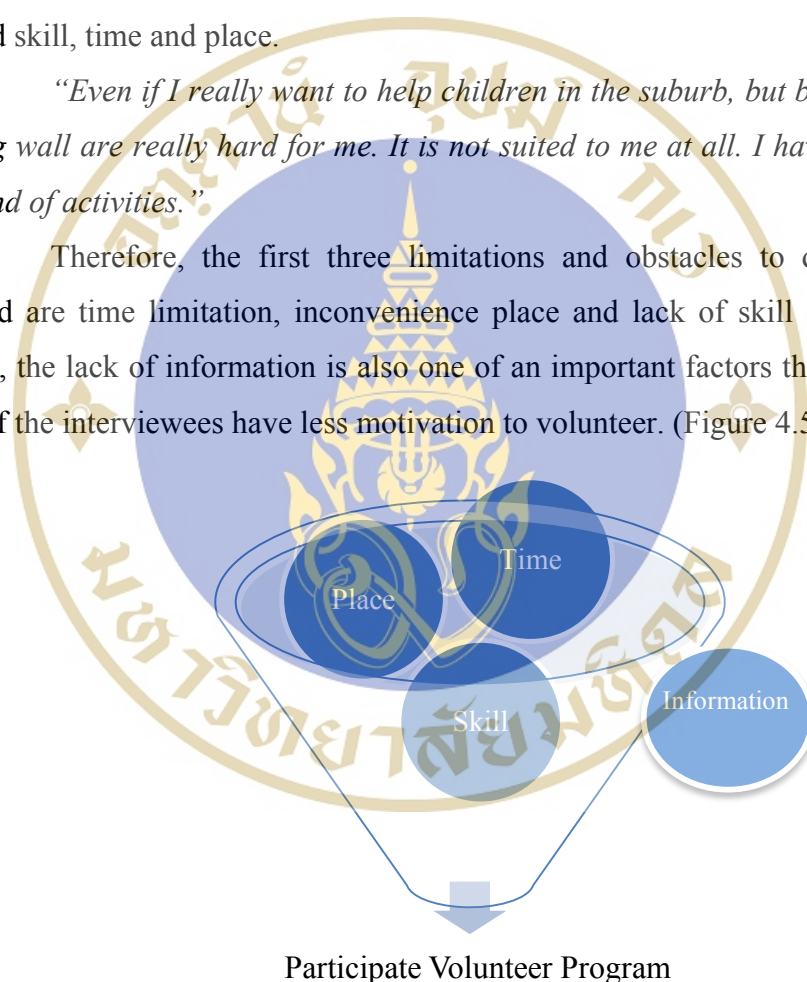


Figure 4.5: Limitation and obstacle to volunteer in Thailand

When the researcher asked about the motivation to volunteer, seven from seven people prioritized the good feeling when doing something good for society as the first motivation. They would like to give something back to the society. Give make them happy more than get. The second motivation is to have new and good experience

apart from their daily life, and the last motivation is a chance to improve their skill from volunteer program. In contrast, there are two interviewees that said they have no motivation to do volunteer at all. (Figure 4.6)

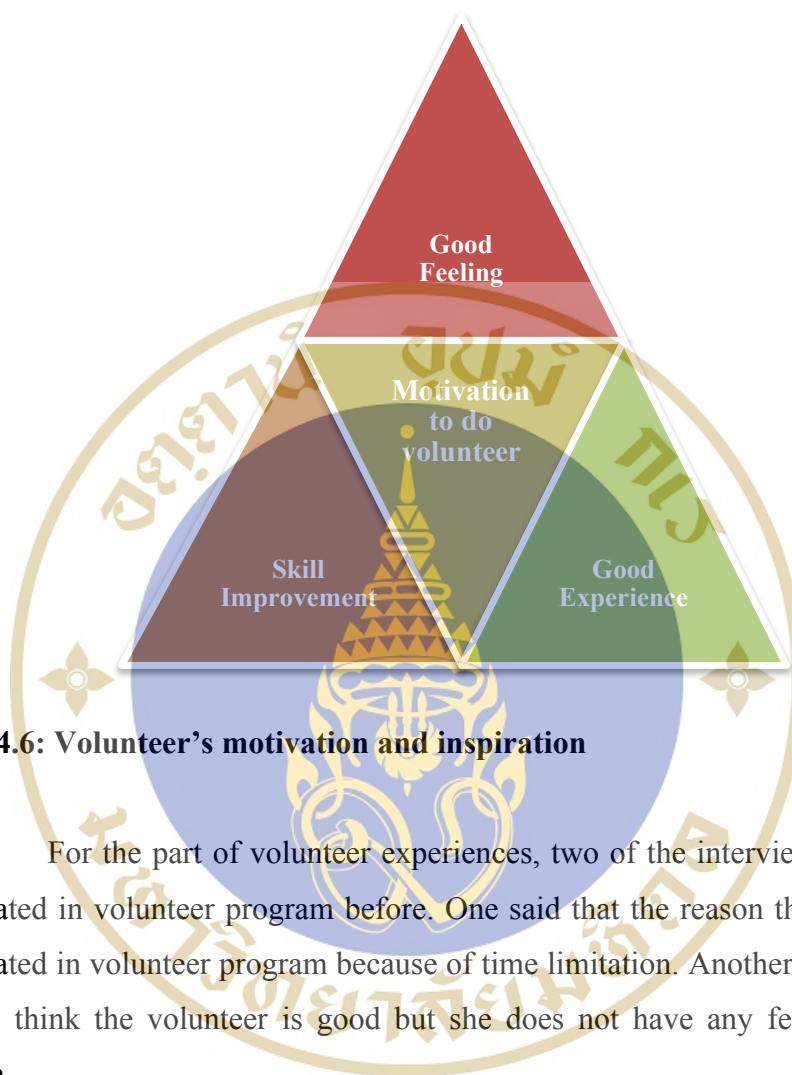


Figure 4.6: Volunteer's motivation and inspiration

For the part of volunteer experiences, two of the interviewees have never participated in volunteer program before. One said that the reason that she has never participated in volunteer program because of time limitation. Another interviewee said that she think the volunteer is good but she does not have any feeling to join the program.

“I feel that the volunteer is not me at all. I have no passion or any motivation to do volunteer and I prioritize it as the last activity in my routine life”

After the researcher mentioned about the professional services volunteer programs, there is only one interviewee knows about this concept because she used to participate in the program before and she is the one of who never participated in other normal volunteer programs in Thailand because of lack of motivation and inspiration. This was the first time for her to volunteer and it was professional services program. Surprisingly, this interviewee would like to participate in this program again if the program requires her specialized skill. She thinks that this program had changed her

perception to volunteer works in Thailand because she can join the program with less effort and she can have the good feeling to do something for society.

“I think that this is a puzzle that I need to solve. The team was really good and I can learn a lot of different knowledge from different people. I can improve my skill, exploring new experience and getting to know new people while deep down I know that I’m doing something good for society as well. I would like to join the professional services volunteer program again in the future.”

The researcher explained the concept of professional services to the rest of the interviewees. They all would like to join the professional services program. They think that this concept makes the volunteer program in Thailand has more varieties in term of the different way to do something for society. The program requires the skill that they already have and use in working life, so it make them across the barrier of lacking knowledge and skill to participate volunteer program. The program also requires less period of time to participate. Besides, there is no need to go to other province in the program, so it is more convenience for working people to join the program after working time or during weekend.

According to the limitation and obstacle to volunteer in Thailand, it clearly indicated that if the volunteer program can provide the flexible in time and place, there is more opportunity to find more volunteer participants. Moreover, volunteer perception and experience have no any relation with volunteers to participate professional services volunteer program in the future. The concept of professional service can help people overcome the limitation and obstacle to volunteer in Thailand. This concept can attract to both people who usually volunteer and never volunteer. As one of the interviewee who never had an idea to participate in any of volunteer programs in her life, she has changed her mind because of she just explored professional service volunteer program, which made her figure out that she can do something for society by using her own existing skill. It is very easy. The good feeling after doing something for society motivated her to participate the program again in the future.

“I think professional service is a sustainable volunteer program. We help NGOs to survive by their own. It has more sustainable in my perspective”

4.2.2 Volunteer perspective toward Hand Up Network

Since all the interviewees would like to join the professional services program, the researcher would like to understand more what is the reason that made them decided in this way. After interviewed, all the interviewees have the good perception toward this concept of volunteer program from Hand Up Network. This program makes the volunteer in Thailand has more variety in term of how to utilize people resources in order to help society. The program requires the skill that they are all specialize in, so this make them across their barrier in term of knowledge and skill to do volunteer works. Besides, Hand Up Network can manage flexible time and place in their program, so this program can eliminate the limitation and obstacle to volunteer in Thailand while it can provide the right motivation and inspiration for volunteers, which are good feeling, good experience and skill-improvement during the program.

However, there are some conditions that the interviewees mentioned which are the crucial factors that they think Hand Up Network should focus and implement to sustain their business in the future.

Firstly, Hand Up Network needs to have well managed on their volunteer program and they should have enough capability to develop organization reliability and Hand Up Network should develop more success stories to attract more volunteers.

Secondly, Hand Up Network needs to have a good operation management. Time and condition in volunteer program are very crucial. Hand Up Network should find the best flexible schedule and place for both volunteers and non-profit organizations or social enterprises.

Lastly, the problem from NGOs needs to have an attractiveness enough to convince volunteer to join the program. Hand Up Network needs to deliver the value of helping those NGOs problem to volunteers and clearly communicate that this program will create good solution for the society. They have to assure that the organization will implement the solution from volunteers to ultimately help the society not themselves.

CHAPTER V

CONCLUSION

5.1 Summary

The objective of this study is to understand and find volunteer networking business opportunities in Thailand from the case of Hand Up Network. Hand Up Network's business model is to provide business platform, matching volunteers and problem from non-profit organizations. Hand Up Network makes the differentiation by applying professional services volunteer concept in their volunteer programs and they are the first organization, which provides this concept to Thailand volunteer community. They are not only matching demand and supply but they also provide volunteer management services; finding problem, recruiting volunteer, matching volunteer and problem, training, and evaluation and feedback the program. Since the concept of professional services are very new in Thailand and Hand Up Network has been started for only two years, so they needed to run the project without revenue for a year to develop their success stories and reliability. They did a fundraising as the first step of their revenue model to get the first fund to cover their operation cost and operate more volunteer projects in the future. Later, they can generate revenue from profit sharing and business contract with partners. They also provide consulting services to corporate sector.

After interviewed and explained about professional services volunteer concept to all the interviewees, all of them would like to participate with Hand Up Network volunteer program. The result showed that this concept could eliminate the barrier and limitation to do volunteer works for Thai people. It can make volunteer program has more interesting and variety while people can utilize their existing skills to help society with less effort. Hand Up Network also can provide the right motivation and inspiration for Thai people through their volunteer management program. Therefore, the volunteer program from Hand Up Network can attract to the

larger number of Thai people comparing to the normal volunteer programs in Thailand.

In conclusion, the result of this study showed that it has a big opportunity for Hand Up Network to operate volunteer networking business in Thailand, however it needs more time to develop success stories and promote this concept to Thai people. Besides, the well management and services that Hand Up Network needs to be developed and improved are the key factors to sustain this business in the future as well.

5.2 Recommendation

Regard to the finding of this research, there are some recommendations that Hand Up Network may need to consider in order to develop their business framework, which could help them to grow and sustain their volunteer networking business in Thailand.

1. Hand Up Network should run the business consistency and assure that they have long-term vision and mission to run this volunteer networking business in Thailand. They need to show their capability to manage the program in long term.
2. Hand Up Network should develop more channels to connect with volunteers and make their volunteer program easy for people to find and access. Creating an accessible channel would help people to easier get access to Hand Up Network. Online channel such as website or mobile application should be considered to integrate their communication channels.
3. Hand Up Network needs to assure that the problems from non-profit organization have been verified and prioritized properly. These problems require transparency and need to be well governed. The message of communication should attract to volunteers, easy to understand, reflect to the truth, and create the real value to the society.
4. Hand Up Network should cooperate and expand their connection to Thailand volunteer communities and government. This would create more trustfulness and strengthen the capability to promote the organization. The larger community

might lead to the lower cost of management and more impactful of communication and marketing.

5. Hand Up Network should enlarge their target volunteer and develop the program that will suit to many different groups of volunteer. For example, expand to university student volunteer program, corporate volunteer program, or after retired people or senior volunteer program.

6. Hand Up Network should consider cooperating with an international volunteer program or getting access to international volunteer people. The program can be jointed between Thai volunteers and international volunteers. This would make the program has more international image and create more reliability for the organization.

7. Hand Up Network should find an influencer that has an influence to larger group of people to promote their program not only to the group of volunteer but also for NGOs and corporates or even international level.

5.3 Limitations and suggestions for future research

The sample size of volunteer was only 7 interviewees, which was small and probably could not represent the whole target group of Hand Up Network. It would be better to conduct more in-depth interview with different age group of people such as university students or aging people or retired people. Besides, the result of this research would be more accurate if the researcher can conduct an interview with more variety of skill-based volunteers such as targeted volunteers in human resource field or in business fundraising field.

Another limitation in this research is time limitation because each volunteer interviewee has limit in their time, so the researcher needed to explain the whole concept of Hand Up Network business model and professional services volunteer concept within a short period of time in order to control the time and attention of the interviewees.

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