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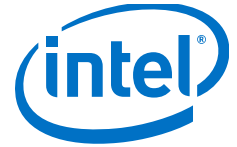
Creating Shared Value In Emerging Markets Through High Impact Volunteering

The social and business impact of the Intel Employee Service Corps

Executive Summary

The Intel Employee Service Corps is an innovative skills-based volunteer program that harnesses the passion of Intel employees while advancing the company's mission to "push the boundaries of smart and connected technology to make amazing experiences possible for every person on Earth." Intel Employee Service Corps volunteers work with organizations in developing countries that purchase Intel® technology-based solutions. With extensive training and preparation, volunteer teams provide technical assistance on the installation and maintenance of technology, as well as training end-users on effective usage. The program supports Intel solutions deployed to address global challenges from education, agriculture, and healthcare.

Intel Employee Service Corps volunteer teaches robotics to teachers in India.

Intel Employee Service Corps exemplifies Intel's "shared value" approach to corporate responsibility, through which the company works with partners to improve lives and solve global challenges while simultaneously increasing business value. As of August 2015, nearly 500 volunteers had traveled to 25 countries, where they worked to set up more than 4,000 Intel-powered devices and provide training that has benefited more than 4,200 teachers and 105,000 students. The program augments Intel's business development efforts, helps expand the computing ecosystem in emerging markets, enhances Intel's reputation, and enables employees to develop new skills, perspectives, and passions. At the same time, Intel Employee Service Corps is increasing the capacity of non-governmental organizations (NGOs) and governments to effectively use technology to improve lives in countries around the world.

About Intel Employee Service Corps

Intel launched Intel Employee Service Corps in 2009 with several goals in mind: to help transform education in developing markets through increased adoption and more effective use of technology, to improve Intel's visibility and reputation in those markets, and to give employees throughout the company the opportunity to be more directly involved in improving lives through Intel® technology and volunteer service.

At the time, many governments around the world were transforming their education systems using technology solutions based on Intel® classmate PCs—ruggedized, affordable netbooks designed specifically for students—coupled with software for students and teachers, locally relevant content, infrastructure, service, and training. Still, huge barriers to education technology adoption remained, particularly in rural areas where electricity may be intermittent at best, many teachers lack even the most basic technology training, local IT resources are scarce to non-existent, and most students have never touched a computer.

Twice each year, Intel employees worldwide are invited to apply to join teams of six volunteers that travel for two weeks to a developing country to work with an NGO or government to support the deployment of Intel solutions in schools, community centers, healthcare environments, or other settings. After the initial deployment, additional employee volunteer teams return to the same location several more times at 6- to 12-month intervals to provide more technical support and training or deploy additional devices and ensure project success. Each volunteer completes at least 40 hours of training, planning, and preparation work to get ready for their two-week Intel Employee Service Corps deployment. Participants are also expected to contribute 10 or more hours after their trips, debriefing, doing presentations, and writing articles to share their experiences with others.

The application process is highly competitive and demand among Intel employees continues to increase. Volunteers are selected based on their motivation, experience, and the skills they could contribute if selected for one of the roles on a typical team: project manager, technical expert, or trainer. Volunteers chosen often possess a unique set of skills. John Cartwright, for example, not only had honed valuable technical expertise as an Intel IT manager, but had also grown up on a farm and built two houses—experiences that served him well when his Intel Employee Service Corps team arrived in Haiti and found that the school where they were supposed to set up a computer lab was still under construction and had no electricity. Cartwright put his construction skills to good use helping local contractors run wiring to the school, while his teammates temporarily moved teacher training to a nearby hotel.

Tasks performed by volunteers during their two-week deployments differ from project to project, but generally include a combination of setting up Intel devices and related hardware, software, and content; troubleshooting any existing technology; and providing in-depth, hands-on training to teachers, students, or other end users. In addition, they try to document their training step-by-step to help ensure that users will be able to continue benefiting from the technology long after the Intel Employee Service Corps volunteers have gone home. It is common for volunteers to put in 18-hour days during the two-week deployments. "You want to do the best you can," explains volunteer Linda Kenworthy. "You sacrifice sleep, but more than make up for it with rewards and feedback."

Intel Employee Service Corps' government and NGO partners operate with many different models. In some cases, volunteers work with ministries of education that are transforming learning across an entire country, and in others, they work with organizations like World Vision, Care, or Save the Children that are striving to improve the lives of children in targeted communities. Venues for deployment also vary, from a preschool in Kenya and rural orphanages in Vietnam, to an English immersion school in Haiti and solar-powered mobile classrooms in Uganda.

Partnering organizations provide an outline or clear description of the scope of work or project needs. They also purchase a minimum of 20 devices (PCs, tablets, phones, etc.) and assorted peripherals for each project at a cost of approximately $10,000. "Because Intel doesn't donate the technology, organizations that aren't ready to invest their own funding or raise their own support self-select out of the program," says Luke Filose, manager of the Intel Employee Service Corps program. Potential projects are evaluated taking into account sustainability and scale potential. "For a $10,000 investment in technology, our clients leverage $100,000 in pro-bono labor and get their program off to the best possible start."

Intel Employee Service Corps at a Glance[1]
- 91 projects
- >484 volunteers
- 25 countries
- >4,000 Intel-powered devices deployed
- $9.4 million in skilled labor donated[2]
- >4,200 teachers and 105,000 students directly or indirectly trained

[1] As of August 2015

[2] Hourly rate based on the Taproot Foundation benchmark for pro-bono rates for mid-level information technology (IT) executives.

Volunteer teaching digital literacy class to a girl's high school in Kenya.

Shared Value: Creating Business Value While Doing Good

The concept of "shared value" was developed by Harvard Business School professor Michael Porter in collaboration with the nonprofit consulting firm FSG, which specializes in strategy, research, and measuring social impact. Shared value offers corporations the opportunity to utilize their skills, resources, and management capability to lead social progress while simultaneously creating business value. Companies can have greater social impact when they find an opportunity that lies at the core of their business. According to Porter and FSG, shared value is created in three main ways:

1. **Reconceiving products and markets:** How targeting unmet needs drives incremental revenue and profits

2. **Redefining productivity in the value chain:** How better management of internal operations increases productivity and reduces risks

3. **Enabling local cluster (ecosystem) development:** How changing societal conditions outside the company unleashes new growth and productivity gains

Intel's corporate responsibility strategy has long-embodied the principles of shared value, focusing on initiatives and programs that create value for society

and for its business. Intel Employee Service Corps is an example of this shared-value approach, yielding benefits not only for the nonprofit organizations, but also for Intel across all three areas of shared value. In terms of redefining products and services, the program helps understand new market needs and builds longer-term relationships with customers. The program helps drive productivity in the value chain through the strong employee engagement component, as it improves both job skills and productivity among employees. Finally, the program helps support ecosystem development through training of nonprofit partners, teachers, and governments on how to effectively use and scale technology to improve education.

Benefits to Intel

Intel understands that growth in the technology industry depends, in large part, on creating and expanding markets for computing products in emerging markets. In addition, Intel's long-term success depends on the availability of well-educated workers and technology users globally. Intel Employee Service Corps strengthens the computing ecosystems in emerging markets, and provides a way for Intel to understand the unique technology needs and challenges of different regions. The company has long supported worldwide education transformation not only as an imperative for improving lives and enabling economic development, but also for expanding the total addressable market for Intel products.

Joao Fidalgo, Intel Business Development Manager for Southern Africa, calls the program one of Intel's "best sales tools." He says that in Namibia, for example, the program showed the Ministry of Education that "we don't just go and sell our solution and then walk away—we actually go back and make sure it's working. … It's really powerful. If I am working with a government or have an implementation of Intel technology planned, the team can support what I have sold. It is one of the best tools I know of to create sustainable projects." Filose says that Intel Employee Service Corps deployment sites serve as proof-of-concept models for Intel-based products and technologies. "We present effective deployments and directly show potential partners these 'showcase' projects. A deployment site in Kenya, for example, has become a place for our Intel Kenya staff to bring government officials to see how technology can transform a school."

Volunteers also bring back ideas to make Intel's education solutions more relevant in resource-constrained regions of the world. The adaptive learning software deployed by Cartwright's team in Haiti was originally designed to run on a wired network powered by a back-end server that required air conditioning and a battery back-up system. He says, "I had to ask myself, 'Is that really sustainable? Is it extensible to other schools?' The answer was no." After returning home, Cartwright helped re-engineer the application so that it could run wirelessly using an Intel Classmate PC as the server. He then led a volunteer team to Kenya to deploy

John Cartwright training teachers in Kenya.

the solution in classrooms that don't even have power; a car battery runs the wireless router and the PCs are charged in the principal's office each night.

Cartwright also uses insights he gained through the volunteer program in his regular job at Intel. He recently transferred into the Intel Education group, where he is developing services that enable PCs and tablets located nearly anywhere in the world to be remotely serviced, updated, and configured—even when Internet access is slow or intermittent. "I've seen through Intel Employee Service Corps how quickly after deployment software becomes out of date, and systems need to be patched or reconfigured," he says. He is also aware that IT professionals who can provide those services are scarce in developing countries. Cartwright's solution rolled out as a new part of the Intel® Education Solution, and he views the volunteer program as a test bed for this service and future products.

"Intel Employee Service Corps is one of Intel's best sales tools. My customers have said that Intel is one of the few companies that actually does what it says it will do."

—Joao Fidalgo,
Intel Business Development Manager,
Southern Africa

Benefits to Employees

More than 40 percent of Intel's employees engage in some form of community service each year, and surveys show that many view volunteerism as a core component of their overall job satisfaction. Although only a small percentage of Intel's employees have been deployed on an Intel Employee Service Corps assignment, enthusiasm for the program runs high

Linda Kenworthy training teachers in Senegal.

across the company. Filose says the program has had a "powerful effect on motivating other employees at Intel."

After they return home, volunteers widely share their experiences and many convince their colleagues to apply for the program or to volunteer in other ways. "My colleagues notice how excited I am, and how I'm bringing creative new ideas to my work," notes Kenworthy. She says that her volunteer experience has even motivated the customers she works with as an Intel Business Development Manager to seek out volunteer opportunities. "It makes for a great network of people; it's a great feeling.

"The opportunity to step away from your day job and apply the skills that you think you have—or maybe you didn't realize you have—in the most challenging environment and conditions, is truly a once-in-a-lifetime opportunity," she continues. "It has propelled my interest in giving back even more—to seek opportunities where I can empower and share my skills. What you give makes you a better person, a better spouse, a better employee."

Beyond the feeling that comes from truly making a difference in people's lives, volunteers report having developed new cross-cultural awareness and insights that help them to do their jobs better. "I learned that in some of these cultures, you don't just sit down and start

"Thank you, Intel, for not only providing the technology to make this happen, but for providing the IESC so that we can see the magic happen."

—Carla Rodriguez,
Intel Employee Service Corps alumna,
Finance Specialist

right away," explains Kenworthy. "First you take time to get to know people, and have them get to know you. I've honed listening skills that have helped me in my regular job. Now I really think about how to help my customers achieve their goals, as opposed to just going on autopilot and trying to achieve what my management wants me to. It has helped me to be more 'in the moment' with each of my customers."

Reflecting on his Intel Employee Service Corps experiences, Cartwright says, "Quite simply, I'll never be the same. Once you've been bitten by the bug, it can't help but impact the way you think, the way you act, the way you view the world around you. You're dealing with children who have so few opportunities in life, and you really get the sense that through this volunteer work, you have the ability to provide children with opportunities they wouldn't otherwise have. It really drives home what you can do with the technology that Intel delivers, and how you can benefit people who are most in need of it."

Benefits to Teachers and Students

Intel recognizes that as a leading technology company, it is well-suited to play a transformative role in improving education worldwide. Intel Employee Service Corps helps enable teachers to effectively use technology in their classrooms to cultivate the skills their students need to be successful in today's global economy: critical thinking, collaboration, analysis, problem solving, communication, and innovation.

Fidalgo describes how he believes the volunteer program enhances teaching and learning, "Intel Employee Service Corps provides face-to-face training in the location where the teacher actually teaches. The volunteer team makes sure that all the pieces come together, and that the teachers really understand the software and how to use the devices with students. The volunteers create capacity within the schools, so that if, for example, a server goes down, the teachers know how to fix it or where to go to get help."

The lives of the students and teachers that volunteers work with often change in profound ways. A young girl in Bangladesh, exposed to new possibilities, said, "I didn't know I could teach. Now I can be a teacher. I don't have to be a servant."

Volunteer Noel Durrant was part of a team that traveled to a site in Kenya six months after another team had deployed Intel classmate PCs there. Upon arrival, he blogged, "Looking at the surrounding slums, we couldn't help but ask ourselves—are PCs really such a good idea in an area with so many other needs?" He received his answer the next day, when he saw preschoolers, with rapt attention, shouting out the names of numbers and shapes that appeared on the PCs' screens." More than simple child's play, the exercise was part of a carefully planned lesson designed to help kids develop fine and gross motor skills and advance early cognitive abilities.

Although it is not a program requirement, many volunteers choose to stay in touch via Facebook or e-mail with the teachers they meet long after returning home. "You fall in love with the people, and you really want to make sure they have the ongoing contacts and resources they need to be successful," says Kenworthy.

She points out that the fact that the teachers learn how to use Facebook and e-mail and do reach out to volunteers is confirmation that Intel Employee Service Corps is having an impact. "Even if I only hear from them every three or four weeks, I get a sense that—wow—things are happening and changing. "At Intel, it truly is our intent to put the technology in the hands of everyone around the globe," Kenworthy continues. "Doing it through the school system is the best way to do that. Kids are quick learners, and they're not afraid. When they see something once, they definitely catch on and take it to the next level. Technology lets them see the world… they get to visit the world in a way that has been unimaginable to them."

The Future of Intel Employee Service Corps

Increasingly, individual Intel business units are helping the program expand by sponsoring projects to enable employees from their organizations to participate in the program. In 2014, the volunteer program deployed 21 teams, nine of which were funded by individual business units. Business units consider Intel Employee Service Corps an affordable and powerful team-building experience for their employees, and, increasingly, as a way to gain valuable insights into their products and markets. Filose explains: "Intel Employee Service Corps is viewed as a marquee event, and sponsoring a team encourages all members of a business group's employees to participate in volunteer service opportunities. At the same time, the program can give employees cross-cultural fluency and a better understanding of the way that people use a particular product or technology in a specific market."

IESC volunteer tests mobile app for farmers in India.

Filose says that Intel Employee Service Corps will always be based on the concept of shared value, working to solve global challenges while supporting Intel's business. "I see Intel Employee Service Corps as a force multiplier for both our CSR and our sales efforts. My goal is to establish relationships with our business development managers in every emerging market, and

Spotlight: *World Vision*
A client who is using Intel Employee Service Corps to jumpstart education in a big way is World Vision, where Lou August says the program "is really increasing our own internal momentum to innovate." The collaboration began with programs in Senegal and Zambia, "where our national offices worked with the Intel Employee Service Corps team to implement computer labs in schools and provide teacher professional development for the teachers who are using those computers." The initial labs' success was publicized throughout World Vision, and as additional projects were completed, August says that the entire organization increasingly began to embrace education technology "as a legitimate and powerful tool." Training core World Vision staff to replicate the Intel Employee Service Corps model has led to more ambitious initiatives, including the organization's "Spark a Child's Digital Future" program, which aims to install 250 computer labs, with training and support, in five countries. "Intel Employee Service Corps is a key part of this initiative," says August. "The program is helping us define the technology architecture and the software that will be deployed, and to build a monitoring and evaluation plan."

World Vision is also using the program to push beyond education and into the economic development arena. The organization requires that school computer labs also function as community knowledge centers where adults can come outside of school hours to take courses, conduct e-commerce, and even start small businesses. In Tanzania, for example, young people who have gained multimedia skills using the computers are producing videos and brochures, and selling those services. The computers can be "an enabling platform for almost any occupation," says August, noting that they can help farmers, wood carvers, and dressmakers—people working in all kinds of areas—connect with suppliers and distributors and access new markets for their products.

to support them in reaching people who haven't had access to our technology."

Starting in 2013, Intel Employee Service Corps teams expanded beyond education technologies to support health care training in Tanzania and Ghana, and other teams donated software development skills to help farmers in India and Nepal through Intel's partnership with the Grameen Bank. In 2014, the volunteer program began supporting the Intel® Galileo platform, a microcontroller targeting high school and university students as well as "makers" and hobbyists.

"There's huge, untapped demand in emerging markets, but succeeding in those markets is very challenging," says Filose. "Our ability to achieve Intel's mission depends on how well we develop relevant products and solutions for these unique markets and how we address the gaps in infrastructure and skills that can prevent technology from reaching the mass market. I see Intel Employee Service Corps as an integral part of that success."

"Now we have the best technology in the country and our teachers know how to use it."

—Mary Clisbee,
Principal,
L'Ecole de Choix, Haiti