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研究課題名(和文) Creation of CSV Model for Asia: A Study of Japan, Korea and China

研究課題名(英文) Creation of CSV Model for Asia: A Study of Japan, Korea and China

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研究成果の概要(和文)：アジア版共有価値の創造(CSV)を確立するために、まず、「東アジアにおけるCSV-SDGsの協創モデル」を提案し、文化的、制度的背景の異なるアジアの国々でのCSVへの取り組みは、各国の実情にそった方法が必要であることを説明し、2本の論文にまとめ発表した。また、アジア版CSVの初期枠組みを提案し、枠組みを設定する際に重要なアジアでのビジネスの3つの特徴を明らかにし、この分析について論じた論文が、2018年のEURAMにおいてベストペーパーにノミネートされた。さらに、明治大学やデリ大学や韓国で開催された会議等での基調講演や講演等を通じ、研究成果を公表した。

研究成果の学術的意義や社会的意義

The significance of this research derived from three main findings in Asia: the view that CSV is key to survival of the firm; the importance of gaining and maintaining the trust of society; and the fact that firms are viewed not as in opposition to society but as a part of and in society.

研究成果の概要(英文)：With the outcome of this project, I've published a couple of papers in SSCI (The Social Sciences Citation Index) listed journal. With the outcomes of the first stage of my research, I proposed a "CSV-SDGs Collaborative Model of East Asia". The outcome of my analysis of the second stage was introduced in Asian Business & Management through the proposal of "a preliminary framework for Asian CSV". I employed a strategy-as-practice approach and developed propositions related to CSV in Asia. I identified three characteristics of Asian business practices that shape CSV in Asia: a survival sense, a strong ethical stance, and business-in-society dynamics. This paper was also selected as the best paper nominee at the prestigious European Academy of Management (EURAM) Conference in 2018. In addition, I've shared the outcomes of my Kakenhi project with Japanese/international societies as a keynote speaker and lecturer.

研究分野：経営学

キーワード：Creating Shared Value CSR Asia

1 . 研究開始当初の背景

Porter and Kramer (2011) propose “creating shared value” (CSV) as a new business strategy that insists on the achievement of both social and economic value through competitive business models. Developing a value-generating business strategy may seem paradoxical, but it is timely and essential in this era of increasing demands from society that businesses play new roles. To respond to these pressures, many corporations are seeking to integrate social values into their business strategies, a phenomenon that is closely related to the emergence of CSV. However, much of the scholarly discussion around CSV remains ambiguous, and is arguably under-theorized. I wanted to address issues that have been raised about CSV by challenging Porter and Kramer’s idea of strategy-focused CSV, through exploration of how the concept is currently interpreted and integrated in business practice and strategy in selected Asian countries.

2 . 研究の目的

The key purposes of the research was to explore the answers to the following research questions: 1) how has the CSV idea been perceived throughout Asian history? (History and Norms); and 2) what are the logics in Asian CSV which differ from the West? (Theory and Knowledge). And at the final stage, the research sought to find the answers on research question 3) how can the Asian CSV Model be created, performed and disseminated? (Institutional dynamics)

3 . 研究の方法

At the 1st stage, I conducted a comparative content analysis of 240 sustainability reports on Japan, Korea, and China, spanning the period of 2012–2015. At the 2nd stage, I have conducted 77 in-depth interviews in Asia, including countries such as Japan, Korea, India, Vietnam, Malaysia and Singapore. The primary corpus of data for my study comes from face-to face interviews with business practitioners, CSV/CSR professionals, relevant stakeholders, and academics. The interview data before the GiA project was also added at the 2nd stage for comprehensive analysis and suggestion of “a preliminary framework for Asian CSV” as the final outcome

4 . 研究成果

There are two major research results. First, there is a possibility of CSV disappearing altogether because of scant theoretical and empirical support. To address this gap, I proposed a “CSV–SDGs Collaborative Model of East Asia” (where SDGs refer to sustainable development goals) (Figure 1). This model could contribute to early-stage CSV–SDGs collaboration for sustainable development in Asia

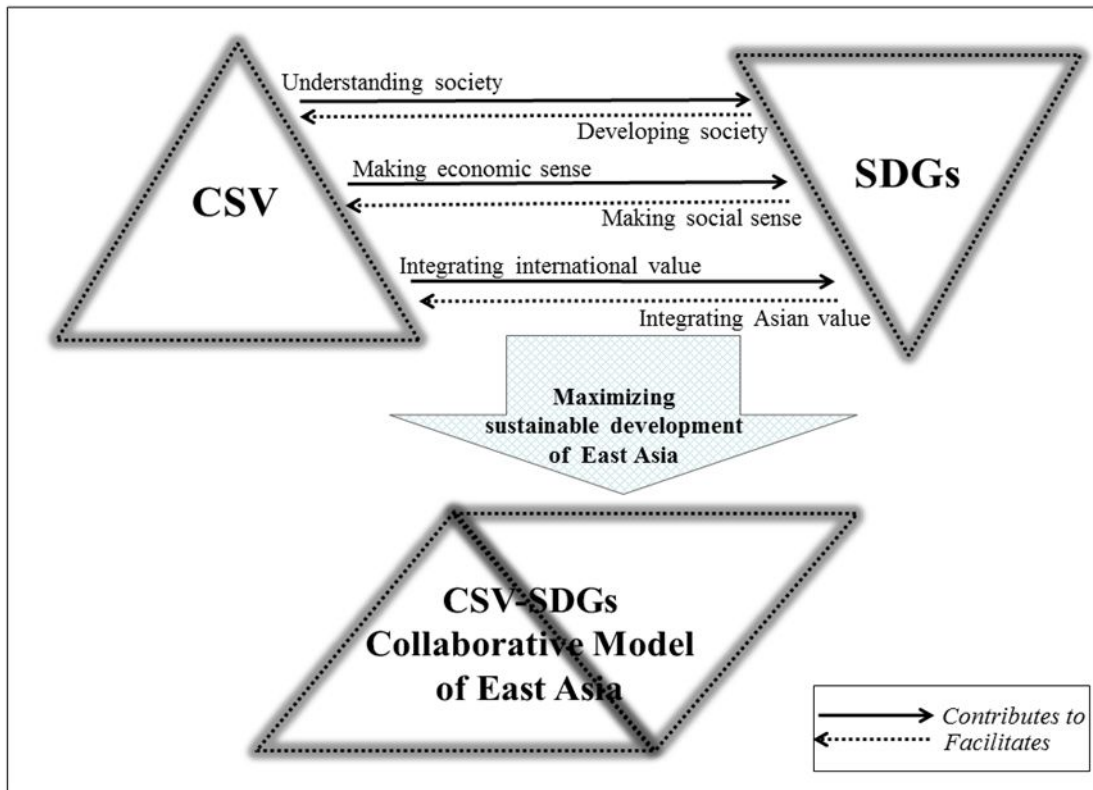


Figure 1. CSV–SDGs Collaborative Model of East Asia.

As for the second result, I developed and proposed an integrated “preliminary Asian CSV framework” (Figure 2) that shows how CSV in Asia differs from that envisioned by Porter and Kramer. While the CSV concept resonates with some aspects of the Asian business environment, I identified three characteristics of Asian business that do not match well with Porter and Kramer’s ideas about CSV and some of their underlying assumptions: a survival sense, a strong ethical stance, and business-in-society dynamics. From these characteristics, I generated the three propositions concerning how CSV can be interpreted and applied in Asia. These are:

- Proposition #1: CSV for Asian businesses is regarded as an imperative for survival rather than as an element of business strategy.
- Proposition #2: Building “trust” in business and business leaders as ethical is a critical value-generating strategy in the Asian market.
- Proposition #3: As businesses in Asia are viewed, and view themselves, as being in society, their voluntary efforts to play a positive role in society are a key to the success of value-generating strategies.

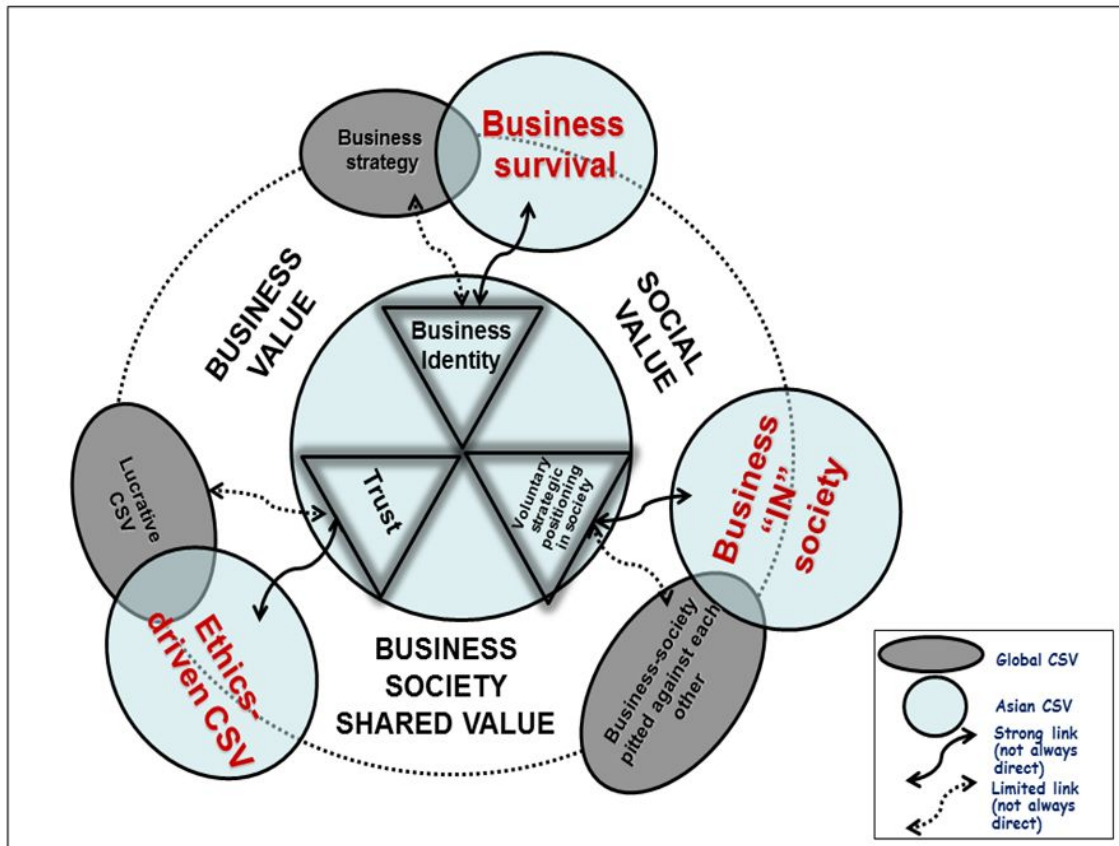


Figure 2. Preliminary Asian CSV framework

5 . 主な発表論文等

[雑誌論文] (計 2 件)

(*SSCI)

- 1) Rebecca Chunghee Kim (2018). Can Creating Shared Value (CSV) and the United Nations Sustainable Development Goals (UN SDGs) Collaborate for a Better World? Insights from East Asia, Sustainability (SSCI), 10(11), DOI: <https://doi.org/10.3390/su10114128>
- 2) Rebecca Chunghee Kim, Akira Saito, V. Mohan Avvari (2018). Interpretation and integration of “creating shared value” in Asia: implications for strategy research and practice, Asian Business & Management (SSCI), DOI: <https://doi.org/10.1057/s41291-019-00064-4>

[学会発表] (計 10 件)

- 1) Rebecca Chunghee Kim, Creating Shared Value (CSV) in Asia: Exploring 240 CSR Reports of Three-Nations, JFBS 6th Annual Conference, 2016/September/8 (Waseda University, Tokyo, Japan)
- 2) Rebecca Chunghee Kim, CSR Strategy, Creating Shared Value (CSV) and Asia, The 14th AP Conference, 2016/November/5 (APU Beppu, Japan)
- 3) Rebecca Chunghee Kim, CSV Opportunities and challenges: A cautionary tale from Asia, Business Ethics and Competitiveness in SMEs Conference, 2016/November/16 (FH Wien, Vienna, Austria)
- 4) Rebecca Chunghee Kim, Creating Shared Value (CSV): What Matters Most in Asia? Hanyang Business School Research Seminar, 2016/November/25 (Hanyang University,

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- 5) Rebecca Chunghee Kim, How Creating Shared Value (CSV) meets Asian Values?: A Dialogue in Asia and Direction for Future Research, JFBS Annual Conference, 2017/September/7 (Waseda University, Tokyo, Japan)
- 6) Rebecca Chunghee Kim, Issues and Prospects of Asian CSR/CSV: Suggestions to Korean business, 2018 CSR Prospects Conference (*Keynote Speaker), 2017/November/15 (Lotte Hotel, Seoul, Korea)
- 7) Rebecca Chunghee Kim, Creating Shared Value: Interpretation and Integration in Asia, and Strategic Research and Practice Development, 2018 Federation of Business Disciplines Conference, 2018/March/8 (Albuquerque Convention Center, Albuquerque, USA)
- 8) Rebecca Chunghee Kim & Avvari Mohan, Creating Shared Value: Interpretation and Integration in Asia, and Strategic Research and Practice Development, Nottingham University Business School Research Seminar, 2018/March/21 (Nottingham University Business School, Kuala Lumpur, Malaysia)
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- 10) Rebecca Chunghee Kim, Integration of Creating Shared Value (CSV) in Asian Context: Perspectives and Issues in Japan, Korea and India (アジア圏における共有価値の戦略 (CSV): 日本、韓国、インドにおける展望と課題), Meiji University the 372nd Staff Seminar, 2018/December/11 (Meiji University, Japan)