

**Corporate Social Responsibility
in the Age of Globalization:
Commonalities and Uniquenesses
between East and West: An Asian Perspective
(A Japanese Perspective)**

Material prepared for a CIGS Special Seminar

by Welcoming Angela Joo-Hyun Kang (강주현)
Executive President, Global Competitiveness Empowerment Forum (GCEF),
South Korea

February 13, 2012

Jun Kurihara
Research Director, Canon Institute for Global Studies (CIGS)

Shin-Marunouchi Bldg. 11F, 5-1 Marunouchi 1-Chome, Chiyoda-ku, Tokyo 100-6511, Japan
Phone: +81-3-6213-0550, Fax: +81-3-3217-1251
Kurihara.Jun@gmail.com

Slide No. 2

Part II: A Japanese Perspective

CSR: Corporate Activity for Value Creation/Promotion and for Self-Identification

1. Characteristics of Western Companies
2. Attributes and Challenges of Japanese Companies
3. Future of Asia's CSR: How Asian Companies Can Have Competitive Advantages
4. Future of Asia's CSR: What Kind of Cooperation Can Be Rewarding (or Possible) between Korean and Japanese Firms

CSR: Characteristics of Western Companies

Major Trends in CSR Adopted by Western Companies

Tim Mohin, director of corporate responsibility for Advanced Micro Devices (AMD), and author of the forthcoming book (August 2012) *Changing Business From the Inside Out: The Treehugger's Guide to Working in Corporations*, Berrett-Koehler Publishers

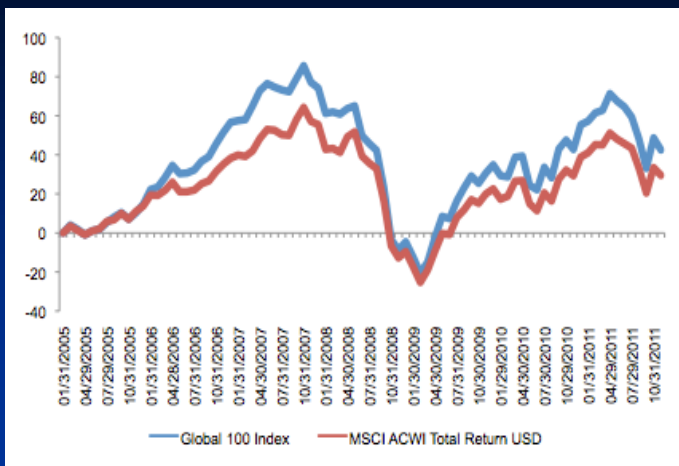
1. **Going Global:** Relentless globalization and global supply chain
2. **The Triumph (or Tyranny) of Transparency:** Globally
3. **Employee Engagement Emerges:** highly CSR-engaged employees
4. **Political Pitfalls:** labeled as greedy puppet masters or job-creating paragons
5. **Collaboration:** both compete and collaborate on CSR issues
6. **Sustainability Shoppers:** Consumers are increasingly tuned in to sustainability
7. **Occupy From the Inside:** Recruiting with strong social justice values
8. **Social Media Rules:** Strong impact on stakeholders
9. **Human Rights:** Significance of the 2008 "Ruggie Report"
10. **Earth at Seven Billion and Growing:** a central design principle is sustainability

Source: *Forbes* (on line), "The Top 10 Trends in CSR for 2012," January 18, 2012, <http://www.forbes.com/sites/forbesleadershipforum/2012/01/18/the-top-10-trends-in-csr-for-2012/>.

CSR: Characteristics of Western Companies

the Global 100: World Leaders in Clean Capitalism (1)

Monthly Total Return (inclusive of splits and dividends) of the Global 100 and the MSCI All Country World Index (ACWI) in USD from February 1, 2005 to November 30, 2011



As for Japanese SRI, see, for example, Shirasu, Yoko (白須洋子), "Kigyo no Shakai Sekinin Toshi (SRI) Fando no Shuekisei ni Tsuite [On the Profitability of Japan's SRI/「企業の社会的責任投資(SRI)ファンドの収益性について」], Discussion Paper DP2009-2, Tokyo: Financial Research and Training Center, Financial Services Agency (金融庁金融研究研修センター), June 2009.

See also, Inoue, Yuhei *et al.*, "CSR and the Bottom Line: Analyzing the Link between CSR and Financial Performance for Professional Teams," *Journal of Sport Management*, Vol. 25, No. 6 (November 2011), pp. 531-549.

Source: Corporate Knights, "Global 100 financial performance," January, 2012, <http://www.global100.org/global-100-monthly-update.html>.

CSR: Characteristics of Western Companies

the Global 100: World Leaders in Clean Capitalism (2)

1 Novo Nordisk A/S	Denmark	16 Credit Agricole SA	France
2 Natura Cosmeticos SA	Brazil	17 Henkel AG & Co. KGaA	Germany
3 Statoil ASA	Norway	18 Intel Corp.	United States
4 Novozymes A/S	Denmark	19 Neste Oil Oyj	Finland
5 ASML Holding NV	Netherlands	20 Swisscom AG	Switzerland
6 BG Group plc	United Kingdom	21 Toyota Motor Corp.	Japan
7 Vivendi SA	France	22 Centrica plc	United Kingdom
8 Umicore SA/NV	Belgium	23 Koninklijke DSM NV	Netherlands
9 Norsk Hydro ASA	Norway	24 Geberit AG	Switzerland
10 Atlas Copco AB	Sweden	25 Roche Holding AG	Switzerland
11 Sims Metal Management Ltd.	Australia	26 Schneider Electric SA	France
12 Koninklijke Philips Electronics NV	Netherlands	27 Sap AG	Germany
13 Telianonera AB	Sweden	28 Hitachi Chemical Company Ltd.	Japan
14 Westpac Banking Corp.	Australia	29 Anglo American Platinum Ltd.	South Africa
15 Life Technologies Corp.	United States	30 POSCO	South Korea

Source: Corporate Knights, "The Global 100: World Leaders in Clean Capitalism," January, 2012, <http://www.global100.org/annual-lists/2012-global-100-list.html>.

CSR: Characteristics of Western Companies

the Global 100: World Leaders in Clean Capitalism (3)

31 Vestas Wind Systems A/S	Denmark	51 Unilever plc	United Kingdom
32 Dassault Systemes SA	France	52 Komatsu Ltd.	Japan
33 BT Group plc	United Kingdom	53 Allianz SE	Germany
34 Tnt NV	Netherlands	54 StoreBrand ASA	Norway
35 Mitsubishi Heavy Industries Ltd.	Japan	55 Iberdrola SA	Spain
36 Scania AB	Sweden	56 Omv AG	Austria
37 Acciona SA	Spain	57 Daiwa House Industry Co. Ltd.	Japan
38 Adidas AG	Germany	58 Industria De Diseno Textil SA	Spain
39 Tomra Systems ASA	Norway	59 Agilent Technologies Inc.	United States
40 Aeon Co. Ltd.	Japan	60 Danone SA	France
41 Siemens AG	Germany	61 Banco Bradesco SA	Brazil
42 AstraZeneca plc	United Kingdom	62 City Developments Ltd.	Singapore
43 Kesko Oyj	Finland	63 Stockland Australia	Australia
44 Yamaha Motor Co. Ltd.	Japan	64 Johnson Controls Inc.	United States
45 L'Oreal SA	France	65 Vodafone Group plc	United Kingdom
46 Logica plc	United Kingdom	66 Procter & Gamble Co.	United States
47 Suncor Energy Inc.	Canada	67 H & M Hennes & Mauritz AB	Sweden
48 Repsol YPF SA	Spain	68 Swiss Reinsurance Company	Switzerland
49 Prudential	United Kingdom	69 IBM Corp.	United States
50 Renault SA	France	70 Kingfisher plc	United Kingdom

Source: Corporate Knights, "The Global 100: World Leaders in Clean Capitalism," January, 2012, <http://www.global100.org/annual-lists/2012-global-100-list.html>.

CSR: Characteristics of Western Companies

the Global 100: World Leaders in Clean Capitalism (4)

71 Enbridge Inc.	Canada	86 Baxter International Inc.	United States
72 Ricoh Co. Ltd.	Japan	87 CapitaLand Ltd.	Singapore
73 Samsung Electronics Co. Ltd.	South Korea	88 London Stock Exchange Group plc	United Kingdom
74 Glaxosmithkline plc	United Kingdom	89 Nexen Inc.	Canada
75 Stmicroelectronics NV	Switzerland	90 Prologis	United States
76 Encana Corp.	Canada	91 Sun Life Financial Inc.	Canada
77 Symx Corp.	Japan	92 HSBC Holdings plc	United Kingdom
78 Electrocomponents plc	United Kingdom	93 Lawson Inc.	Japan
79 Insurance Australia Group Ltd.	Australia	94 J Sainsbury plc	United Kingdom
80 Nissan Motor Co. Ltd.	Japan	95 Royal Bank Of Canada	Canada
81 Petrobras Petroleo Brasileiro	Brazil	96 Intesa Sanpaolo S.p.A	Italy
82 Pennon Group plc	United Kingdom	97 Origin Energy Ltd.	Australia
83 JCDecaux SA	France	98 Dairy Crest Group plc	United Kingdom
84 Coloplast A/S	Denmark	99 Ramsay Health Care Ltd.	Australia
85 Iridium Co. Ltd.	Japan	100 Reliance Industries Ltd.	India

Are Japanese and Korean Capitalisms Undervalued by Western Yardsticks?

→ **Are Japanese and Koreans Taciturn (emphasizing on Hidden Virtues/陰徳)?**
Or Do Westerners (emphasizing on Revealed Virtues/顯徳) Neglect Asians?

Source: Corporate Knights, "The Global 100: World Leaders in Clean Capitalism," January, 2012, <http://www.global100.org/annual-lists/2012-global-100-list.html>.

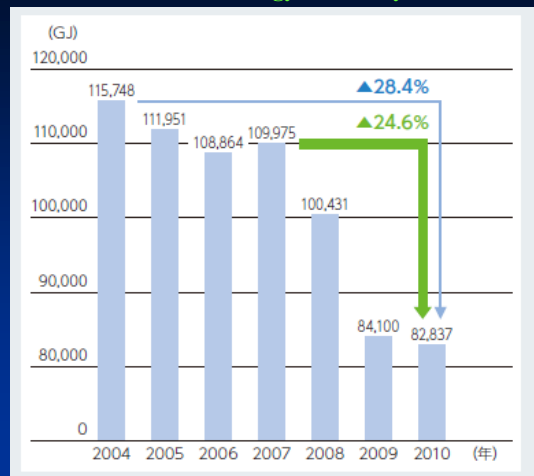
CSR: Characteristics of Western Companies

the Global 100: World Leaders in Clean Capitalism (5):

Japan's Super Clean Capitalism, *NEGLECTED* or *TOO MUCH TACITURN*?

Continuous Efforts to Enhance Energy Efficiency at Canon's Headquarters

Giga-joules

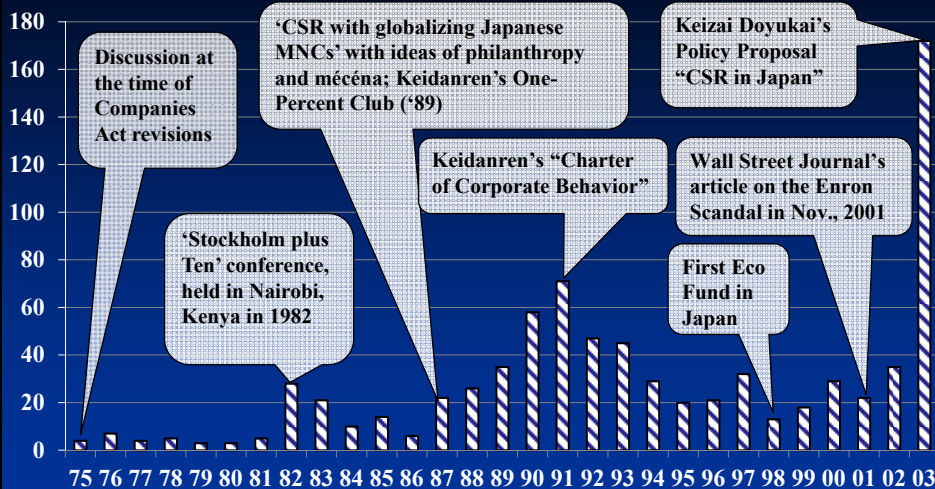


Source: Canon Marketing Japan Group, "CSR Hokokusho [CSR Report/CRS報告書]," July, 2011, p. 7.

Attributes and Challenges of Japanese Companies

Genealogy of Japan's CSR (Part 1): Today's CSR Trend: Prior to Year 2003 (Critical Year for Japan's CSR)

Number of Articles Featuring 'Corporate Social Responsibility' in a Year (1975-2003)



Source: Figures are those referred in the article written by Kawamura, Masahiko (川村雅彦), "Nihon no 'Kigyo no Shakai-teki Sekinin' no Keifu (Sono Ichi) [日本の「企業の社会的責任」の系譜 (その1)]," *Nissei Kisoken Report* [「ニッセイ基礎研REPORT」], May, 2004, p. 1.

Attributes and Challenges of Japanese Companies

Genealogy of Japan's CSR (Part 2): Since the Yedo era to Present

Evolution of Japan's CSR: Selected Documents—from Domestic to Global Perspectives

1. **ISHIDA Baigan (石田梅岩)**, *Tohi Mondo* [City and Country Dialogues/『都鄙問答』], 1739.
2. **NAKAMURA Jihei (中村治兵衛)**, "Merchant Codes of Conduct for the House of Nakamura (in Ohmi (近江) [「中村治兵衛家家訓」], 1754.
3. **SHIBUSAWA Eiichi (渋澤栄一)**, *The Analects of Confucius and the Abacus* [『論語と算盤』], 1927.
4. **Keidanren (経団連)**, "Charter of Corporate Behavior" [「企業行動憲章」], First version: 1991; Latest version: 2010.
5. **Keizai Doyukai (経済同友会)**, "CSR in the Global Era - Meet the Expectations of an Ever-changing Society and Enhance Competitiveness" [「グローバル時代のCSR-変化する社会の期待に応え、競争力を高める-」], 2011.

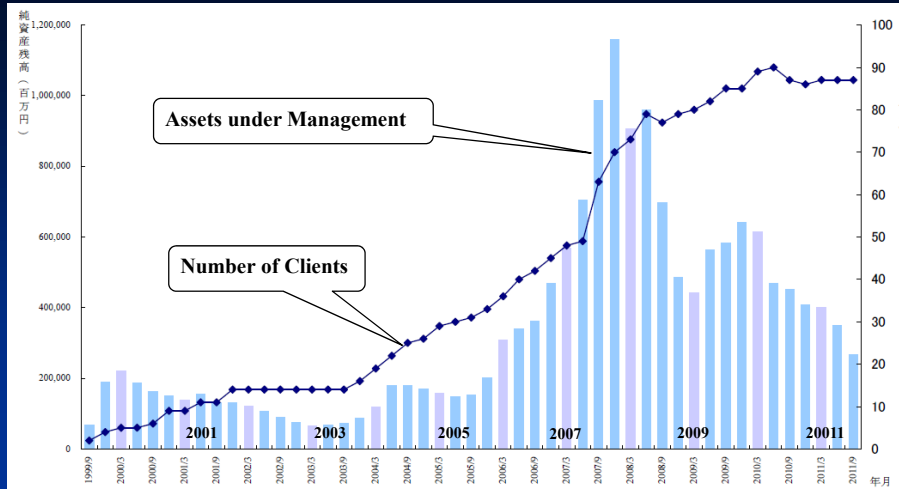
INSEAD researchers find that executives in all five economies* are concerned with the roles of their firms in society, with those in Japan most so and those in Hong Kong least so. (*: Japan, Hong Kong, South Korea, Germany, and the USA).

Witt, Michael B. and Gordon Redding, "The Spirits of Corporate Social Responsibility: Senior Executive Perceptions of the Role of the Firm in Society in Germany, Hong Kong, Japan, South Korea, and the USA," *Socio-Economic Review*, Vol. 10, No. 1 (January 2012), pp. 109-134.

Japan's Socially Responsible Investment (SRI)

Shrinking Market and Looming Crisis at the Time of the Olympus Scandal

Long-term Developments of Japan's Socially Responsible Investment



Source: Social Investment Forum Japan (SIF Japan/社会的責任投資フォーラム), "The Situation of Japan's SRI Market, as of September 2011," February 2012, <http://www.sifjapan.org/1109asset.pdf>.

Future of Asia's CSR: A Japanese Perspective

Commonalities and Uniquenesses between East and West

1. **Going Global:** Relentless globalization and global supply chain
2. **Engine of Growth:** Asia is the most powerful locomotive of global growth
3. **Harmony and Cacophony of East and West:** ISO26000, Transparency
4. **Political Gyration:** State capitalism vs. Liberal capitalism
5. **Collaboration:** "Chopsticks Alliances" with the spirit of Wēngù Zhīxīn/温故知新/은고지신
6. **Sustainability Shoppers:** Consumers are increasingly tuned in to sustainability
7. **Occupy From the Inside:** Difficulty in recruiting with strong social justice values
8. **Social Media Rules:** Strong impact on stakeholders
9. **Human Rights:** Significance of the 2008 "Ruggie Report" in China, India, Myanmar, etc.
10. **Earth at Seven Billion and Growing:** a central design principle is sustainability

Future of Asia's CSR : A Japanese Perspective

CSR in the Age of Globalization

Major Issues Concerning CSR in Japanese Companies

Transparency/Public Communication incl. Sponsorship, See, e.g., Hou, Jiran *et al.*, "Dimensions of Disclosure: Corporate Social Responsibility Reporting by Media Companies," *Public Relations Review*, Vol. 37, No. 2 (July 2011), pp. 116-168; See also White, Joseph B. and Peter Landers, "Toyota Is Wary Star of Kabuki at Capitol," *Wall Street Journal*, February 25, 2010, <http://online.wsj.com/article/SB20001424052748703510204575085962673557620.html> See also Noorbakhsh, Sarah, "The Smokescreen," *J@pan Inc.*, No. 83/84 (Winter, 2008/2009), pp. 34-35.

Compliance, See, e.g., Scheffer, David *et al.*, "The Five Levels of CSR Compliance: The Resiliency of Corporate Liability under the Alien Tort Statute [Alien Tort Claims Act (ATCA)/外国人不法行為請求権法] and the Case for a Counterattack Strategy in Compliance Theory," *Berkeley Journal of International Law (BJIL)* Vol. 29, No. 1 (Fall 2011), pp. 334-397; See also Pitts III, Joe W. (Chip), "Business, Human Rights, & the Environment: The Role of the Lawyer in CSR & Ethical Globalization," *BJIL*, Vol. 26, No. 2 (Spring), pp. 479-502.

CSR for a Rainy Day, See, e.g., Yoon, Yeosun *et al.*, "The Effect of Corporate Social Responsibility Activities on Companies with Bad Reputations," *Journal of Consumer Psychology*, Vol. 16, No. 4 (October 2006), pp. 377-390;; See also Chegwedden, Yvette, "Olympus Fraud Renews Focus on Corporate Governance," *Compliance Week*, February 7, 2012.

CSR in the Developing World, See, e.g., Idemudia, Uwafiokun, "Corporate Social Responsibility and Developing Countries," *Progress in Development Studies*, Vol. 11, No. 1 (January 2011), pp. 1-18; See also Prieto-Carrón *et al.*, "Critical Perspectives on CSR and Development: What We Know, What We Don't Know, and What We need to Know," *International Affairs*, Vol. 82, No. 5 (October 2006), pp. 977-987; See also Harris, Peter, "Exit Strategy," *J@pan Inc.*, No. 73 (September/October 2007), pp. 10-15.

CSR in the Age of Globalization

CSR: Corporate Activity for Value Creation/Promotion and for Self-Identification

In Order to Continuously Accommodate Japan's CSR
That Emphasizes Hidden Virtues to
A Global Environment Replete with
Harmony/Cacophony of CSR Value Systems, and
Share Japan's CSR-related Experience
at the Time of the Great East Japan Earthquake
with Its Foreign Counterparts,
"Social Realities of Speaking with One Another
(miteinandersprechen in German)"

[Among Business, Academics and Government on the globe]

Are of Great Significance

A Success Story: See, e.g., Fukada, Shizuo (深田静夫), "Nihon Teian ga Bunsuirei to Natta Shakai Sekinin (SR) Kikaku-ka no Giron [Japanese Proposals Provided A Watershed in the Elaboration Process of ISO26000/日本提案が分水嶺となった社会的責任(SR)規格化の議論]," *Keizai Trend* [『経済Trend』], May 2005, pp. 58-89.

CSR in the Age of Globalization: An Issue on the Horizon

Intellectual Arena: Financial Times Global MBA Ranking (released in January 2012)^[*] (1)

1 Stanford Graduate School of Business	US	20 Yale School of Mgmt.	US
2 Harvard Business School	US	20 Univ. of Oxford: Saïd	UK
3 Univ. of Pennsylvania: Wharton	US	23 Nat'l Univ. of Singapore Sch. of Business	
4 London Business School	UK	24 Ceibs	China
5 Columbia Business School	US	24 Cornell Univ.: Johnson	US
6 Insead , France / Singapore	FR/SG	26 Univ. of Cambridge: Judge	UK
7 MIT: Sloan	US	27 Warwick Business School	UK
8 IE Business School	Spain	28 Chinese Univ. of Hong Kong	China
9 Iese Business School	Spain	29 Univ. of Michigan: Ross	US
10 Hong Kong UST Business School	China	30 Rotterdam Sch. of Mgmt., Erasmus Univ.	Netherlands
11 Indian Institute of Mgmt. (IIMA)	India	31 Manchester Business School	UK
12 Univ. of Chicago: Booth	US	32 UCLA: Anderson	US
13 IMD	Switzerland	33 Esade Business School	Spain
14 Univ. of California at Berkeley: Haas	US	34 Nanyang Business School	Singapore
15 Duke Univ.: Fuqua	US	35 Carnegie Mellon: Tepper	US
16 Northwestern Univ.: Kellogg	US	36 Cranfield School of Mgmt.	UK
17 New York Univ.: Stern	US	37 Univ. of Hong Kong	China
18 HEC Paris	France	38 Univ. of Virginia: Darden	US
19 Dartmouth College: Tuck	US	38 City Univ.: Cass	UK
20 Indian School of Business	India	40 Emory Univ.: Goizueta	US

[*]: Business schools in the world organize a CSR-specific program named PRME.

CSR in the Age of Globalization: An Issue on the Horizon

Intellectual Arena: Financial Times Global MBA Ranking (released in January 2012) (2)

41 Australian Sch. of Business: AGSM	Australia	61 Washington Univ.: Olin	US
42 SDA Bocconi	Italy	61 Vanderbilt Univ.: Owen	US
43 Georgetown Univ.: McDonough	US	61 Univ. of S. California: Marshall	US
44 Univ. of Toronto: Rotman	Canada	61 McGill Univ.: Desautels	Canada
45 Rice Univ.: Jones	US	65 Hult Internat'l Business Sch.	US/UK/UAE/China
46 Imperial College Business School	UK	66 Sungkyunkwan Univ. SKK GSB	South Korea
46 Melbourne Business School	Australia	66 Ohio State Univ.: Fisher	US
46 Indiana Univ.: Kelley	US	68 Univ. of Western Ontario: Ivey	Canada
49 Pennsylvania State Univ.: Smeal	US	69 Boston College: Carroll	US
49 Univ. of Rochester: Simon	US	70 Vlerick Leuven Gent Mgmt. Sch.	Belgium
51 Coppead	Brazil	71 Lancaster Univ. Mgmt. School	UK
51 Texas A & M Univ.: Mays	US	72 Univ. of Minnesota: Carlson	US
51 Univ. of Texas at Austin: McCombs	US	73 Univ. of Washington: Foster	US
54 Peking Univ.: Guanghua	China	74 Georgia Institute of Technology	US
54 Univ. of Cape Town GSB	South Africa	74 Wisconsin School of Business	US
56 Univ. of N. Carolina: Kenan-Flagler	US	76 Incae Business School	Costa Rica
57 Univ. of Ill. at Urbana-Champaign	US	77 Michigan State Univ.: Broad	US
58 Univ. of Maryland: Smith	US	77 Boston Univ. School of Mgmt.	US
59 York Univ.: Schulich	Canada	79 George Washington Univ.	US
59 Purdue Univ.: Krannert	US	80 Wake Forest Univ.: Babcock	US

知的格闘技のすすめ



日本企業のCSRを考える

栗原 潤

ハーバード大学ケネディ行政大学院シニア・フェロー

米国最古の都市公園——ボストン・コモーン——周辺にもグローバル化の影響が現れている。長い歴史を誇るリッツ・カールトンは松坂・岡島両投手が活躍するレッドソックスの宿敵ヤンキースの定宿だった。が、最近、ムンバイを拠点とするホテル・チェーン——タージ——に売却され、リッツ自身は公園を挟んではず向かいに移動した。

このタージに隣接した一等地に建つのはシンクタンク **Tellus Institute** だ。今春、ここでアジア系企業の社会的責任（CSR）に関する或る研究会が開始された。

「公」と「私」の領域が複雑に絡み合う時代を迎え、政府等公的組織と企業等私的組織との分業・協力関係の再編が進行している。加えてグローバル化が公私の「色分け」を一段と複雑化させ、それに伴い企業存在理由が改めて問い直されている。

当然のこととして企業は公的組織でもなく慈善的な非営利組織でもない。企業は自らの経済的価値を追求する営利組織で、DJSIやFTSE4Good等のマーケットによる評価を無視出来ない一方、CSRをないがしろにすれば様々な問題を招来する。こうしたなか「CSRの問題は『すべきかどうか』ではなく『如何にすべきか』へと変わった」と、本校の国際政治学者ラギー教授は『エコノミスト』誌本年1月18日号で述べている。そして本校の環境経済学者ステイヴンス教授は本学ビジネス・スクールの研究者と共に論文「経済学というレンズで眺めたCSR」を4月に発

表し、環境保護という公的領域において政府と企業との関係を、代替的か補完的かという視点から問い直している。

英国の友人は「目立つ」ためのCSR戦略を研究しているが、筆者は「控えめでさりげない」CSRに注目している——東洋は「陰徳」・「顕徳」の平衡を重視し、中国古典『大学』は、徳が本であり、財は徳から生じた末のモノと教えている。また日本の石田梅岩は『都鄙問答』の中で、商人といえども聖人の道を知らなければ利益追求の過程で不正な手段に手を染め、子孫を亡ぼす危険性を説いている。したがって各企業の価値観・行動様式の体系化・統一化とそれらの洗練が大切ではないかと。

関東大震災で三菱が示した価値観と信頼に基づく行動

筆者に対して中国の高級官僚が「中国企業こそ『大学』の精神を学び直すべきだ」と語る一方で、韓国の研究者は「陰徳」の世界市場での表現方法を筆者に問いただした。筆者の暫定的回答は次の通りだ——**グローバル化は地球規模で経済活動の統合・再編を推進するが、各国企業の行動様式を必ずしも画一化・統一化しない。**したがって各企業は、他社を参考にしながらも内なる価値観と行動様式を基に個性的かつ独自のCSRを体系的に洗練化すべきだ。ただ国際展開の際に大切なのは**①自らの価値観だけに頼る「独り善がり」を避けると同時に②外部の事例を鵜呑みにする「盲目的追**

従」も避けること。こうした理由から直接的・継続的・多角的で双方向の「対話」が近年一層重要になった、と。

「対話」と言えば、6月の米中戦略経済対話（SED）絡みで各国の研究者と四川大地震を語り合ったが、その際、関東大震災も話題となり筆者は次の話を紹介した。

1923年9月1日、三菱財閥の総帥岩崎小彌太は地震で箱根に足止めされて、状況判断不能となり東京に使いを送り金額指定のないまま常務理事の青木菊雄に「〇万円、政府に寄付」と指示した。「石橋を叩いても渡らない堅物」と呼ばれた青木はその指示が届く直前の5日、岩崎社長名義で500万円——当時の丸ビル建設費（900万円）の半分以上で現在の約130億円——の寄付を独断即決する。ラジオ放送されない当時、激震故に箱根が震源と信じていた小彌太は18日に東京に着いたが、その時、巨額を伴う「決断」故に眠れぬ夜を過ごしてきた青木をねぎらい、また賞賛する。

この話——社内に浸透した確乎たる価値観と信頼に基づく社会的行動——を聴いた各国研究者は、当時の企業人が共有した価値観・信頼関係、更には決断力・行動力に対して時を忘れて感激していた。かくして筆者は自らの手柄でもないのに、日本人として日本企業が示した災害時のCSRについて誇りを感じた次第である。

〔くりはら・じゅん〕2003年よりシニア・フェロー。日本で経済産業研究所リエン・オフィサーや関西学院大学客員教授等を兼務。著書に『日本の知識戦略』（慶應義塾大学出版会）がある。