

The East Asia Institute and the Research Institute for Social Enterprise jointly carried out a research project that analyzed both Korean and international society's recognition of "Corporate Social Responsibility" (CSR) over the past three years.

With the concept of CSR garnering full-scale attention in Korean society, large corporations are investing a lot of resources in corporate social responsibility activities. Korean corporations' budgets for social contributions compared to sales are at the highest levels found in East Asia, and professional manpower is placed in departments exclusively focused on CSR in each corporation. While many corporations publish various kinds of CSR reports and put effort into communicating their social contributions to consumers and interest groups, CSR is sometimes exaggerated as being a panacea for every social problem or a provider of potential opportunities for new profit and employment.

As the failings of neoliberalism became more apparent with the 2008 global financial crisis, managing corporations has become more complicated, and social problems are also multiplying day by day. Fortunately, corporations are strengthening CSR activities, but one might ask whether this effort will produce significant outcomes and solve social problems, or if society's view towards corporations is changing.

Recognizing and empathizing with these problems, both in-

stitutes jointly developed a CSR agenda from a new viewpoint and searched for practical strategies and alternatives from the point of view of a social corporation. In order to find the future direction of CSR in Korea, there is a need for an objective examination of, above all things, what CSR is in the eyes of Koreans, what they think of existing CSR activities, and what kind of activities do they expect corporations to do. While examining the limits of CSR in Korea, we engaged in differentiated discussions on topics such as how politics is connected to the problem, and pointed out that currently CSR in South Korea is mainly centered around suppliers. This can be seen in the case of environment related CSR. We organized and reinterpreted the trend of the responsible management's paradigm shifting from CSR to Creating Shared Value (CSV), and proposed new concept called the "enterprise's change to social enterprise," and suggested a sustainable model for an ecosystem of socially responsible management.

Perhaps it is reasonable to observe the limits of practicing CSR in Korean society, where, in contrast to Western society, a long tradition of civil society and an experience in corporate social contribution are insufficient. No nation can be free from the ever increasing number of social problems. Each state takes pain to solve social problems, but they cannot look for solutions from the market which cannot solve every problem or depend on the government which is showing its limits. Instead solutions must be found through cooperative governance, under which corporations, government, and civil society share social values.

Corporations can help provide solutions to social problems in a sustainable way by arming themselves with the mind of a social enterpriser and produce an ecosystem of socially responsible management that encompasses various social and economic actors including government, public institutions, general companies, social enterprises, and social ventures.

When all enterprises become social enterprises with the ability to innovate and share economic and social value, we will begin realizing “Corporate Social Responsibility.”

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