

日中韓研究者会合 三浦報告

## CJK Survey on GC Participants: An Analysis of Impacts

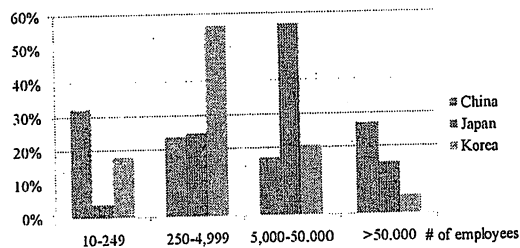
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- Professor at the Graduate School of Law. Previously taught at the Department of Economics, Toyo University, Tokyo.
- Has published four articles on the UN Global Compact and its implications for global governance in Japanese law and International Relations journals.
- Currently engaged in researching the role of institutional entrepreneurs and the social construction of global corporate citizenship in and around the UNGC.

## CJK Survey

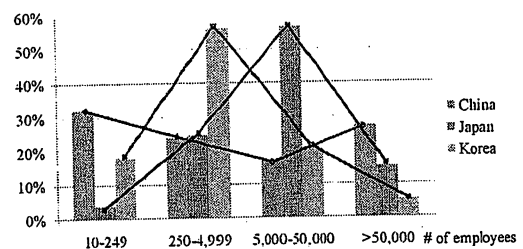
- Conducted in April 2010
- Sample: the UN Global Compact participants
  - China: 59 out of 143
  - Japan: 53 out of 99
  - Korea: 39 out of 94

### Characteristics of our respondents: Size 1



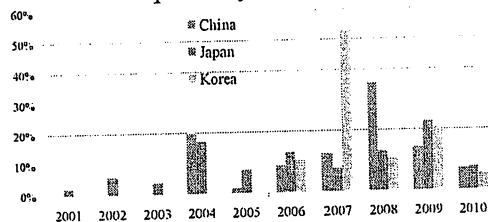
Korea: 74.3% employ < 5,000  
China: 55.9% employ < 5,000  
Japan: 71.7% employ > 5,000

### Characteristics of our respondents: Size 2



Korea: the most heavily concentrated on (relatively) smaller companies  
Japan: the most heavily concentrated on larger companies  
China: the most evenly distributed (though 1/3 is SMEs)

### Characteristics of our respondents: Participation year (in the GC)



Japan: early adopters (two small waves 2004 & 2009)  
China: relatively early & late adopters (two waves: 2004 & 2008)  
Korea: late adopters (concentrated on 2007)

### My focus: Impacts on CJK companies

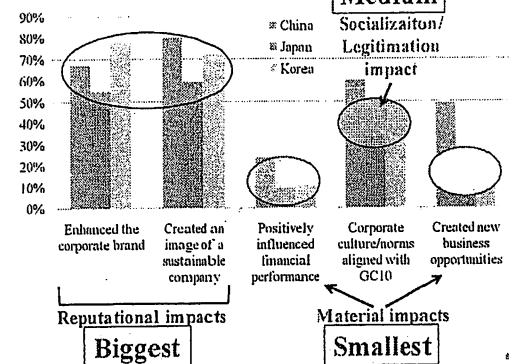
- How (much) have CSR activities changed the *perceived* performance of our respondents?



## Findings

- **China:** the *most* impacted upon
- **Japan:** the *least* impacted upon
- **Korea:** moderately impacted upon
- These findings are interesting because the Japanese companies are the *earliest adopters* (thus, they have more time to perceive [or forget?] the impacts) and mostly *larger companies* (which are more visible and thus more likely to perceive the reputational impacts).

## #9: Impacts of CSR implementation types



## #9: Impacts of CSR implementation: Impact rates

Full impact: 1.00

	China	Japan	Korea
Reputational	0.74	0.57	0.73
Socialization /legitimation	0.60	0.33	0.43
Material (economic/financial)	0.36	0.11	0.11

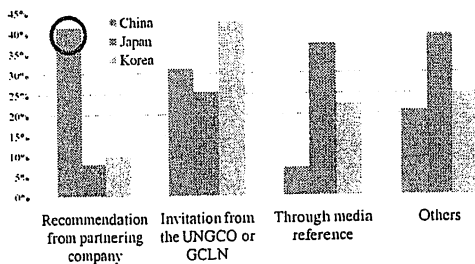
Biggest impact on **China**, followed by **Korea**.  
Smallest impact on **Japan**.

## Possible explanations (yet to be elaborated)

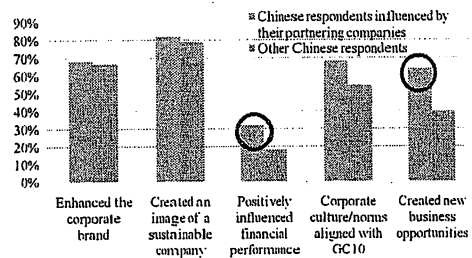
1. As China is a relatively late (but lately ardent) adopter of CSR which is still not diffused as widely, "national early adopters" can outcompete others. (This holds especially true if Chinese GC members represent major "national early adopters" in China, which is not necessarily the case in Japan)
2. Chinese respondents may roughly equate (or confuse) CSR activities with GC membership, and in China the latter may be recognized as a "certification," especially by their partnering companies and suppliers. →see below

## #1: Who influenced GC participation?

It is very interesting in this regard to note . . .



Chinese companies that joined the GC with "influence[] by their partnering companies" (n=22) outperform their fellows consistently, especially *materially* (50+% higher than the case of Japan & Korea)

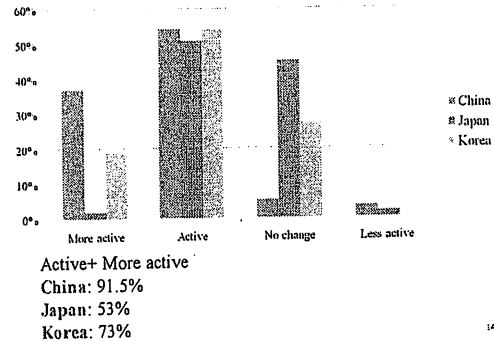


## Impacts of GC membership on participants' CSR activities



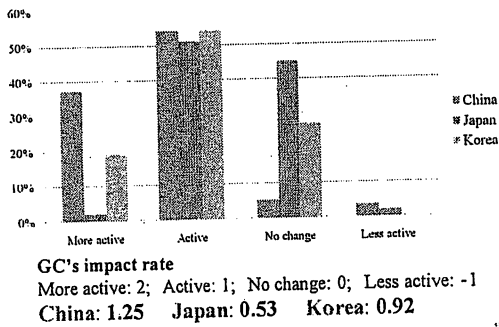
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## #10: GC's impact on CSR activities



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## #10: GC's impact on CSR activities



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## Why China? An additional explanation

- Chinese respondents have *shorter* experiences of implementing CSR before joining the GC, while Japanese respondents have *longer* experiences.
- The length of experience matters because the longer the experience is, the smaller a room for change is.
- Hypothesis: Japanese respondents have "prepared" more to meet what the GC10 demand before they join the GC than their Chinese counterparts have.
- If this reasoning is correct, Korean respondents should fall in-between China and Japan in terms of preparation period.

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If we look at the length of "preparation period" before our respondents joined the GC, we find:

	Average (year)	
China	0.4 (shortest)	=4 months and 24 days
Japan	1.75 (longest)	= 21 months
Korea	0.56 (medium)	=6 months and 22 days

- Length of preparation period:  
 •Year of participation – Year of the establishment of either CSR policy or CSR department

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