

Social Value의 과거, 현재 그리고 미래

-Adam Smith at Davos-

CSES | 사회적 가치 연구원

원장 나 석 권

Social Value ?



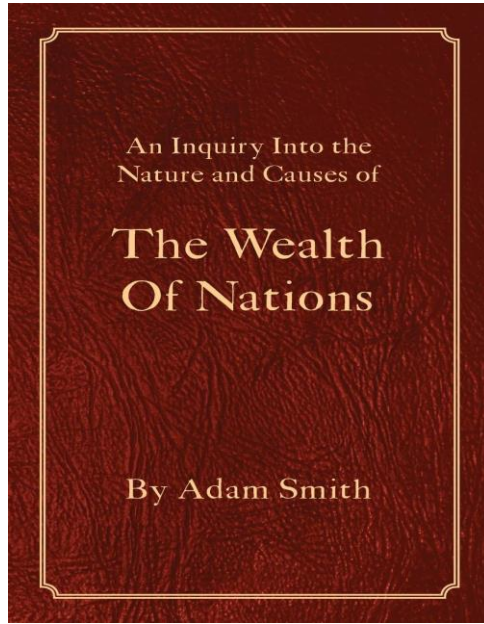
Red Cross

Social
Enterprise

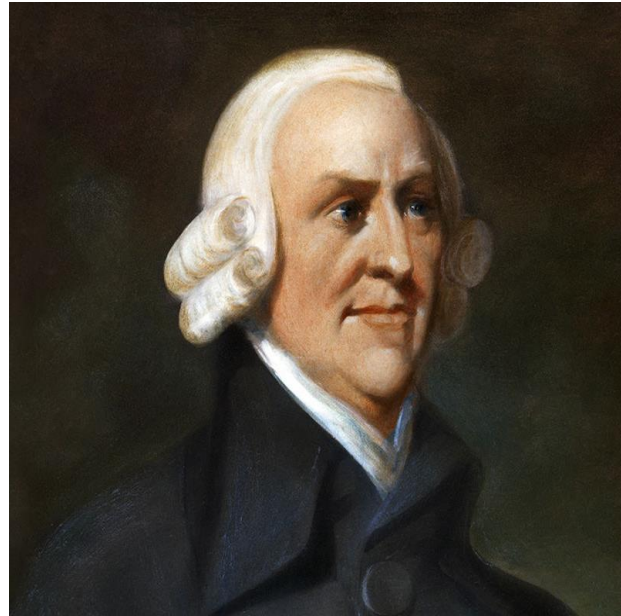
ESG

A person wearing a green jacket, blue jeans, and brown shoes stands on a large white arrow painted on a paved surface. The arrow points downwards. The person has a camera bag slung over their shoulder. The background shows a wide, paved area with white lines, possibly a parking lot or a large open space.

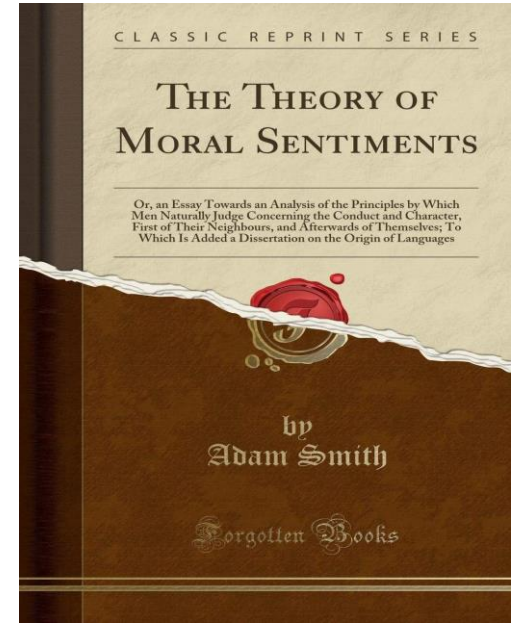
SV의 과거



국부론(1776년)

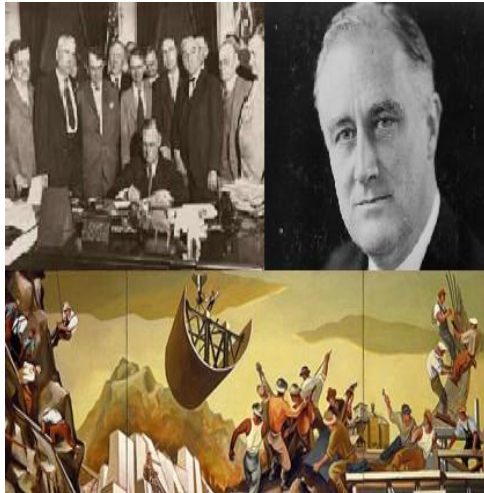


Adam Smith(1729~1790)
「도덕감정론」 「국부론」

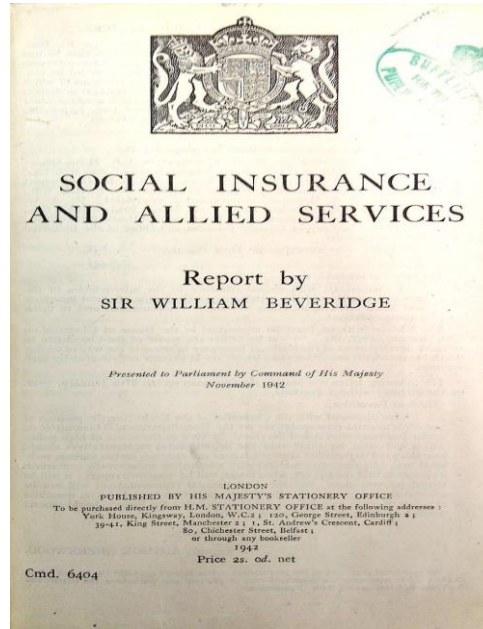


도덕감정론(1759년)

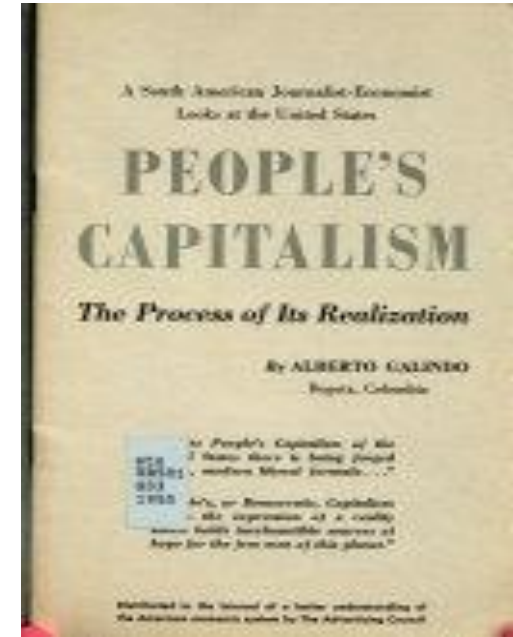
이기심 vs 공감(Compassion)과 동정(Pity)



New Deal 정책
(1933~1936)



Beveridge Report
(1942)
요람에서 무덤까지

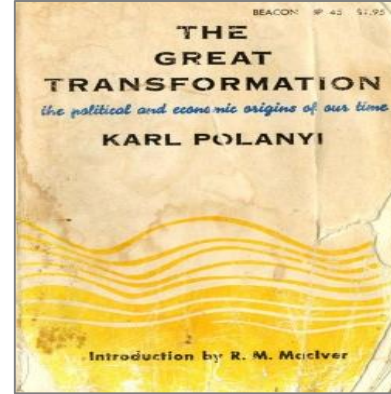


People's Capitalism
(1950년대)



칼 폴라니(Karl Polanyi, 1886~1964,
오스트리아 경제학자)

세가지 통합 유형



『THE GREAT TRANSFORMATION』 (1944)



공동체 협동 조합을 통한
상호부조의 호혜 (Reciprocity)



시장을 통한 재화의 교환
(Exchange)



국가를 통한
사회 서비스를 재분배
(Redistribution)

WORLD ECONOMIC FORUM

Davos Manifesto 1973: A Code of Ethics for Business Leaders



WEF's DNA

"At the core of the WEF's DNA is the **stakeholder** concept."

A "**Code of Ethics**" for Business Leaders

The purpose of **professional management** is
(1) **to serve** client, shareholders, workers and employees as well as societies and
(2) **to harmonize** the different interest of the **stakeholders**

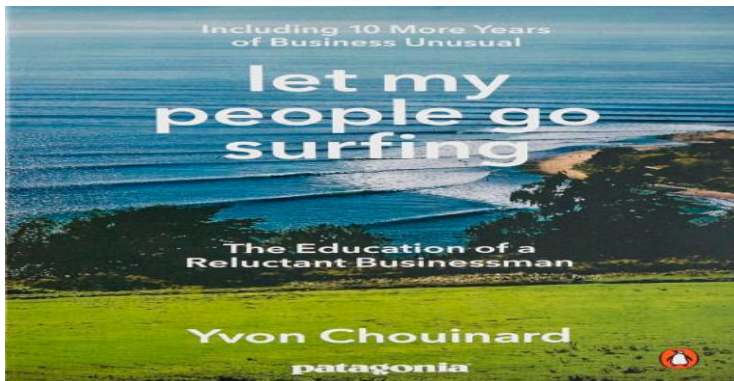
The **long-term existence** cannot be ensured without **sufficient profitability**

Thus profitability is **the necessary means** to enable the management to serve **its clients, shareholders, employees and society.**

patagonia®



이본 쉬나르(Yvon Chouinard, 1938)



“지구를 살리기 위한 건강한 성장이 우선되어야 한다”



아치 B. 캐롤(Arche B. Carroll)

CSR의 기본 이론
Carroll's pyramid of CSR



Academy of Management Review 1979, Vol. 4, No. 4, 497-505

A Three-Dimensional Conceptual Model of Corporate Performance

ARCHIE B. CARROLL
University of Georgia

Offered here is a conceptual model that comprehensively describes essential aspects of corporate social performance. The three aspects of the model address major questions of concern to academics and managers alike: (1) What is included in corporate social responsibility? (2) What are the social issues the organization must address? and (3) What is the organization's philosophy or mode of social responsiveness?

『A Three-Dimensional Conceptual Model of Corporate Performance』
(1979)



IMPACT ENTREPRENEURS
 프랑스 최대 사회적기업 지주회사
Unicorn Impact의 등장



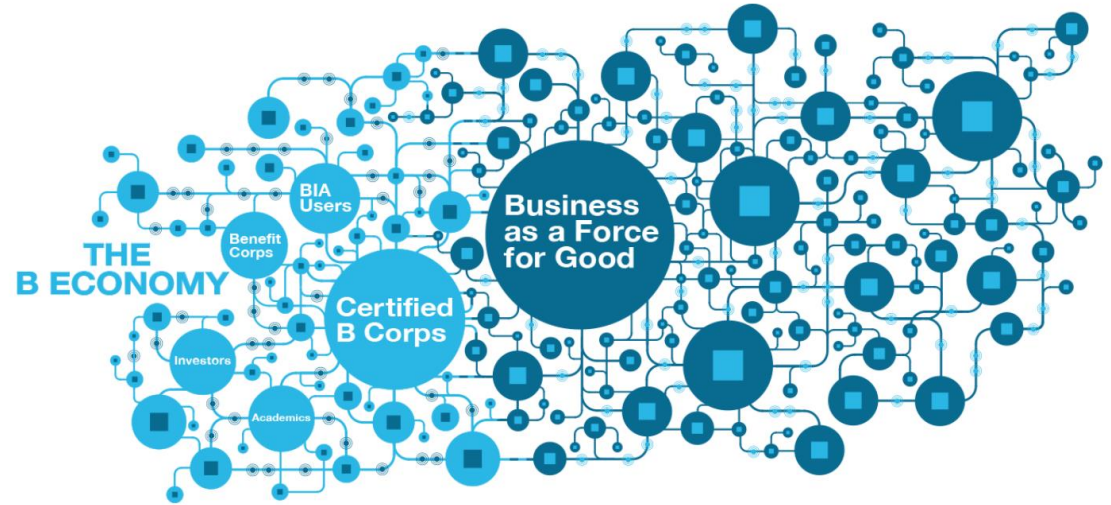
- KEY FIGURES**
- 1984** GROUPE SOS set up
 - 17,000** employees
 - 495** establishments and services
 - 910** million euros turnover
 - 1.7** million beneficiaries
 - 4** French overseas territories
 - 12** French regions
 - 44** countries

Certified



®

Corporation



3,301

Companies

150

Industries

71

Countries

1

Unifying Goal

Together,
we are a force
for good.



(2020. 5월 기준)



(영국 보수당 집권 시 시행, 2011)

Big Society 정책

핵심 정책



사회혁신 기금 조성



사회적경제 조직 육성



지역주민 참여
공공서비스 위탁 사업



마이클 포터(Michael Porter, 1947)

공유가치 창출
(Creating Shared Value)

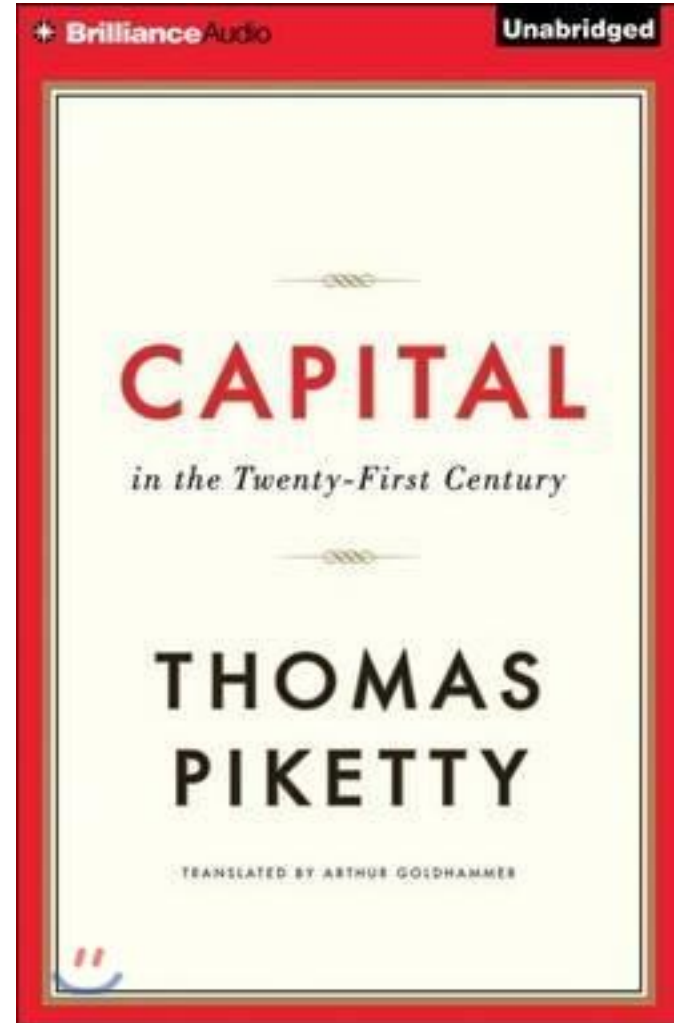


by Michael E. Porter and Mark R. Kramer
HBR, January–February 2011 Issue



토마스 피케티(Thomas Piketty, 1971)

Wealth & Income Inequality





 **SUSTAINABLE DEVELOPMENT GOALS**



A person wearing a green jacket, blue jeans, and brown shoes stands on a large white arrow painted on a paved surface. The arrow points downwards. The person has a camera bag slung over their shoulder. The background shows a wide, paved area with white lines, possibly a parking lot or a large open space.

SV의 현재



BRT Redefines
the Purpose of a Corporation

Moves Away from
Shareholder Primacy



Includes Commitment to
All Stakeholders

We commit to:

1. Delivering value to our **customers**.
2. Investing in our **employees**.
3. Dealing fairly and ethically with our **suppliers**.
4. Supporting the **communities** in which we work.
5. Generating long-term value for **shareholders**.

Each of our stakeholders is essential. We commit to deliver value to all of them.



The **Financial Times'** chief economic commentator **Martin Wolf** pointed out that "**Rentier Capitalism**" is threatening the values of democracy.
→ **Capitalism needs change,**

Time for a Reset !





2020 Theme
"Stakeholders for a Cohesive
and Sustainable World"



**Davos Manifesto 2020
: The Universal Purpose of a
Company in the Fourth
Industrial Revolution**

Davos Manifesto I (1973)

A "**Code of Ethics**"
for Business Leaders

The purpose of **professional management** is to **harmonize** the different interest of the **stakeholders**

1973 theme :

"At the core of the WEF's DNA is the **stakeholder concept.**"

Davos Manifesto II (2020)

The Universal
"**Purpose of a Company**"
In the 4th Industrial Revolution

The purpose of a **company** is to **engage all its stakeholders** in shared and sustained value creation.

A Company is more than an economic unit. ✓

Performance must be measured not only on the return on shareholders, but also on how it achieves its **(ESG) objectives.**

2020 Theme :

"**Stakeholders** for a Cohesive and Sustainable World"

① Industry Leaders의 대응

Industry leaders are aligning their **"purpose"** to serve **all "stakeholders"**

② ESG Goals

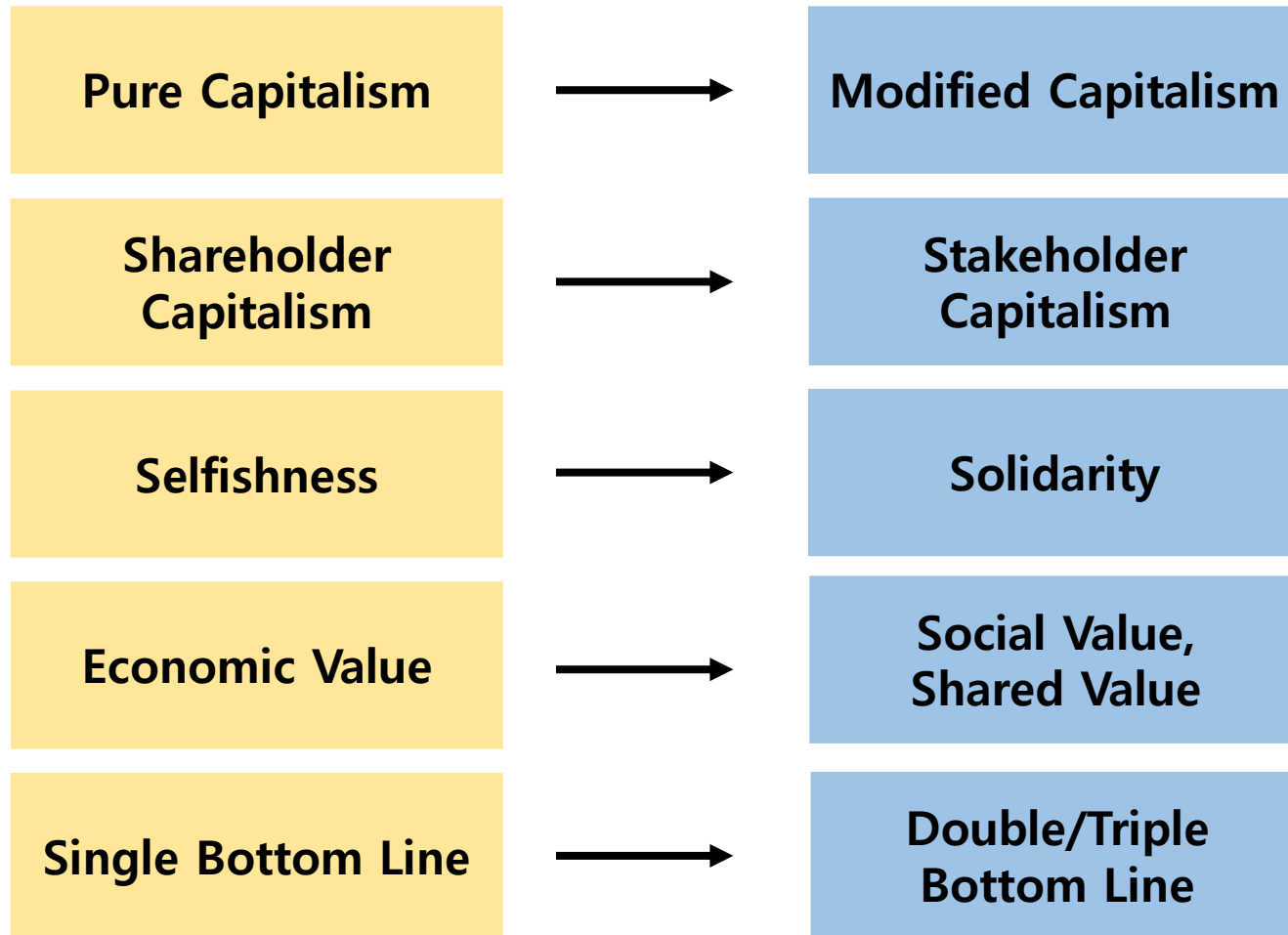
A new measure of "Shared Value Creation" should include **"environmental, social, and governance"** (ESG) goals as a complement to standard financial metrics

③ Executive Remuneration

In the new **stakeholder paradigm**, salaries should align with the **long-term Shared Value Creation**

④ The role of Large Companies

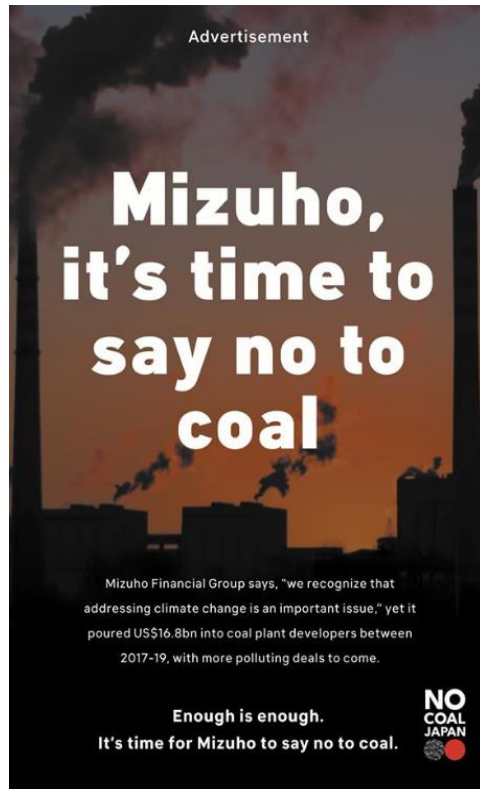
Large companies should **understand** that they themselves are **major stakeholders in our common future**



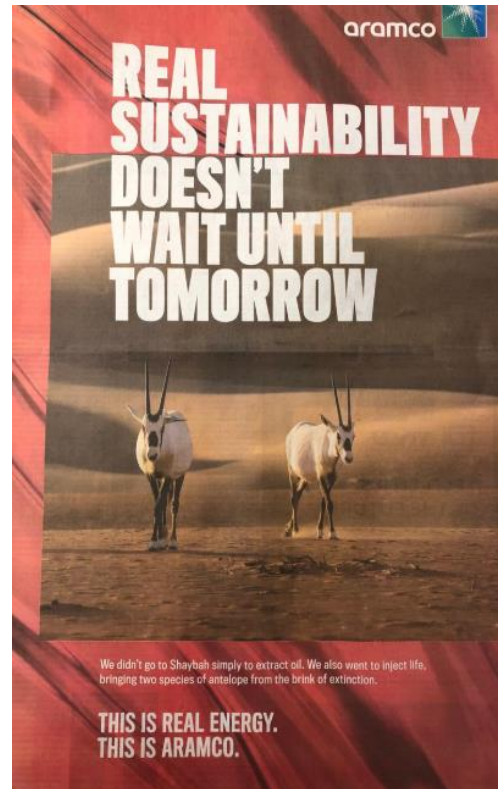
EV World

SV World

Mizuho



aramco



ESCP Business School



**'LEADING A SUSTAINABLE FUTURE STARTS
BY CHOOSING RESPONSIBLE PATHS'**

Showtime



<https://www.youtube.com/watch?v=9lui-pGjtZQ>

Adidas Running Shoes : Adidas * Parley



National Issue

정부의 관심 이슈와 연계하여
SV-BM 혁신

아프리카 시장 진출 노력



But,

- 모잠비크 정부에서 주류 사업 인허가에 부정적
- 40%의 주류세 부과

정부의 관심 이슈를 공략

“고용↑ + 세금↑ + α 를 고민”

- 모잠비크의 제 1 농산물이 Cassava 라는 것을 발견



Cassava를 원료로 맥주 개발

- 농가 소득 및 정부 세수 추가적 증가

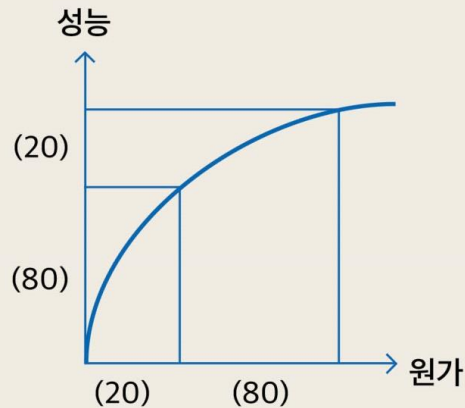
- 모잠비크 시장 진출에 성공
- 아프리카 M/S 40% 차지



제품/서비스의 본질을 중심으로 재설계

Essence

대부분의 제품은
20:80의 법칙이 적용됨



“20:80의 법칙을
역으로 적용”

- 적정기술만 사용하여
80%의 원가를 제거

80%의 성능을 가진 저가의
제품/서비스



- 소형 심전도 기계
‘MAC800’



- 저가형 보험 ‘Tonik’



- ‘\$4 Drug Plan’



솔루션 | ARED

이동식 태양열 키오스크
SHIRIKI HUB

사진: ARED 제공

강력한 태양 전지패널로 구동.
대용량 배터리, 센서, 라우터 장착.
어디든 자유롭게 이동 < (> >

CSIS | 사회적기업의 연구실

아프리카의
전기 부족

이동식
태양열
키오스크



솔루션 | 스타스테크

이제 주목하십시오!
이런 불가사리 쓸모 있게 만든 기업
스타스테크 🌟🌟

사진: 스타스테크 제공

불가사리 추출 성분으로 만든
친환경 제설제 'ECO-ST1'

CSIS | 사회적기업의 연구실

친환경
제설제

불가사리



솔루션 by 루미르

바로 **루미르 K!**

- 밝습니다!**
등유의 20% 연료 사용으로
2.5배 밝기
- 저렴합니다!**
약 800원의 식용유로
한 달간 사용가능
- 오래씹니다!**
기존 제품보다 훨씬 긴
10년의 수명
- 제약없습니다!**
장소, 날씨 상관없이

사진: 루미르 제공

CSIS | 사회적경제연구소

솔루션 제품* 더뉴히어로즈(콘삭스)

여기 옥수수로 만들어진
색다른 제품이 있습니다. ((~ 3 ~)) ♡

cornsox A STEP TOWARD SUSTAINABILITY
KOREA | CHUNCHEON

사진: 콘삭스제공

(주)더뉴히어로즈의 의류 브랜드
‘콘삭스’가 만든 옥수수 섬유양말!

사진: 콘삭스제공

CSIS | 사회적경제연구소

동남아의
전기, 빛 부족

식용유
램프

친환경
소재

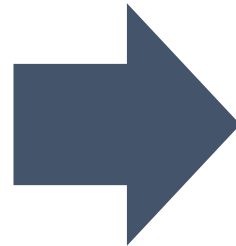
옥수수
양말



"다보스포럼"이 뽑은 사회적기업

2019

21개 기업



2020

26개 기업

2명 학자 / 전문가

EV World 思考

- Price & Market
- MBO (Management By Object)
- KPI
- Financial Accounting
- Financial Statement
- Efficiency
- Profit Maximization

SV World 思考

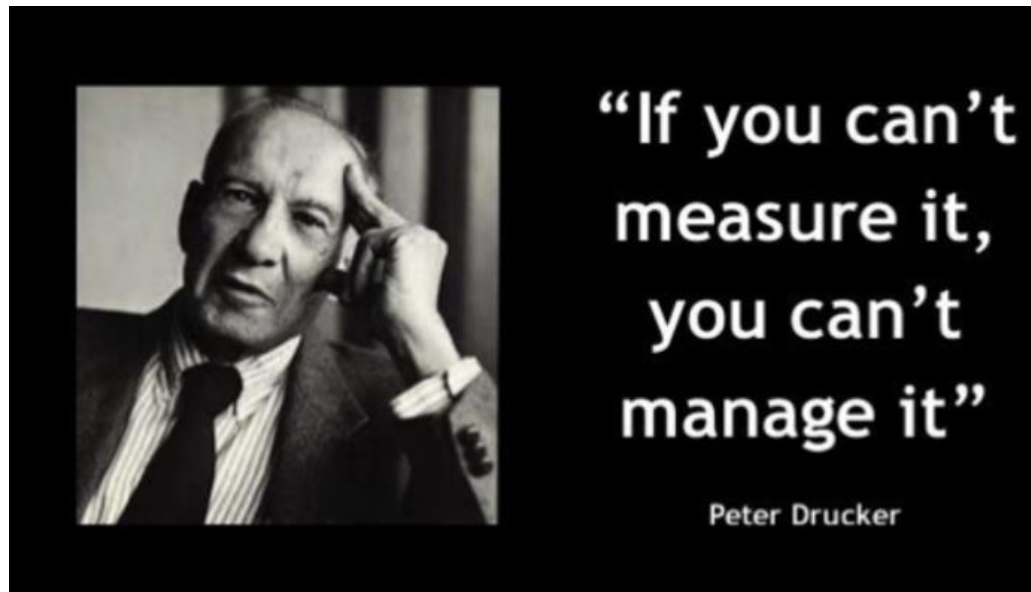
- Fair Trade
- S-KPI
- S-Financial State
- Impact Investing
- Mission Orientation
- Economics of Mutuality
- GRI Reporting



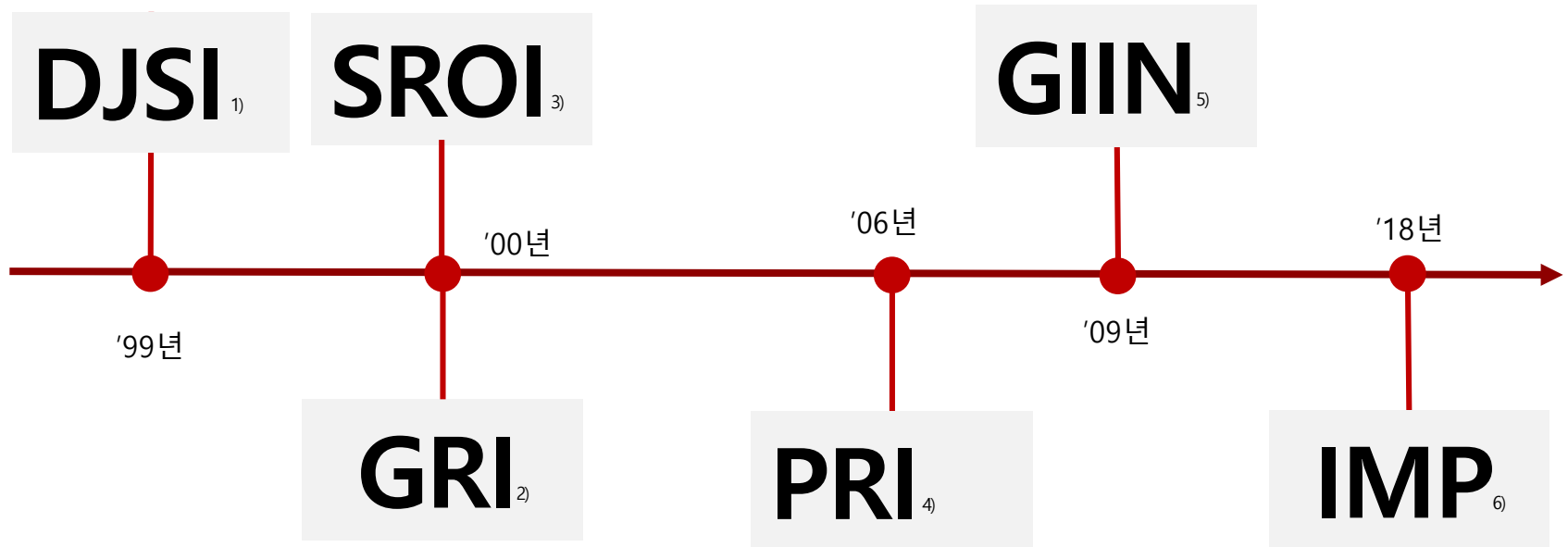
측정

“Measurement”

We have to know where we stand



국제사회의 지속가능발전과 더불어 기업경영에서도 SV 측정방법 필요성 대두

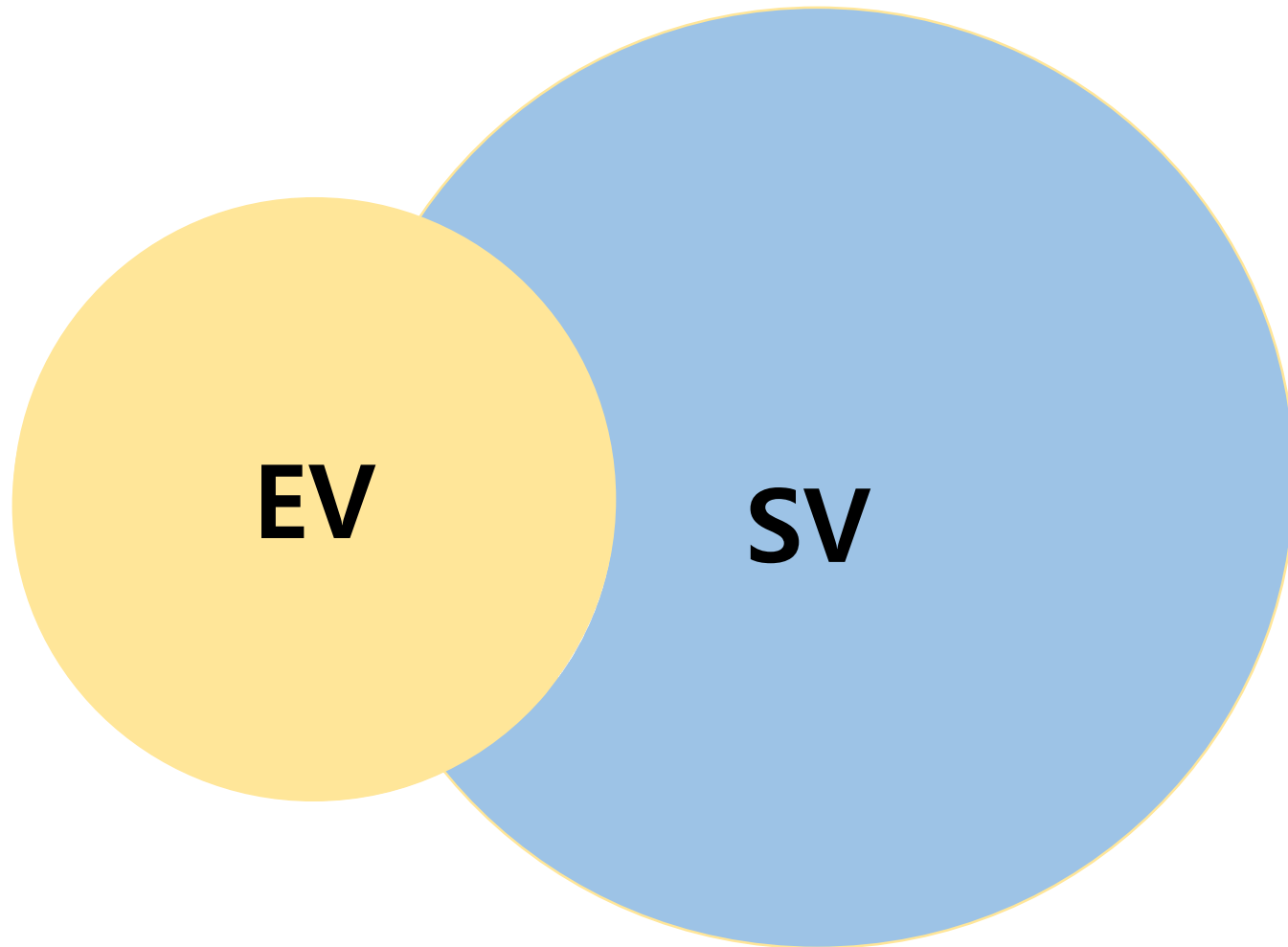


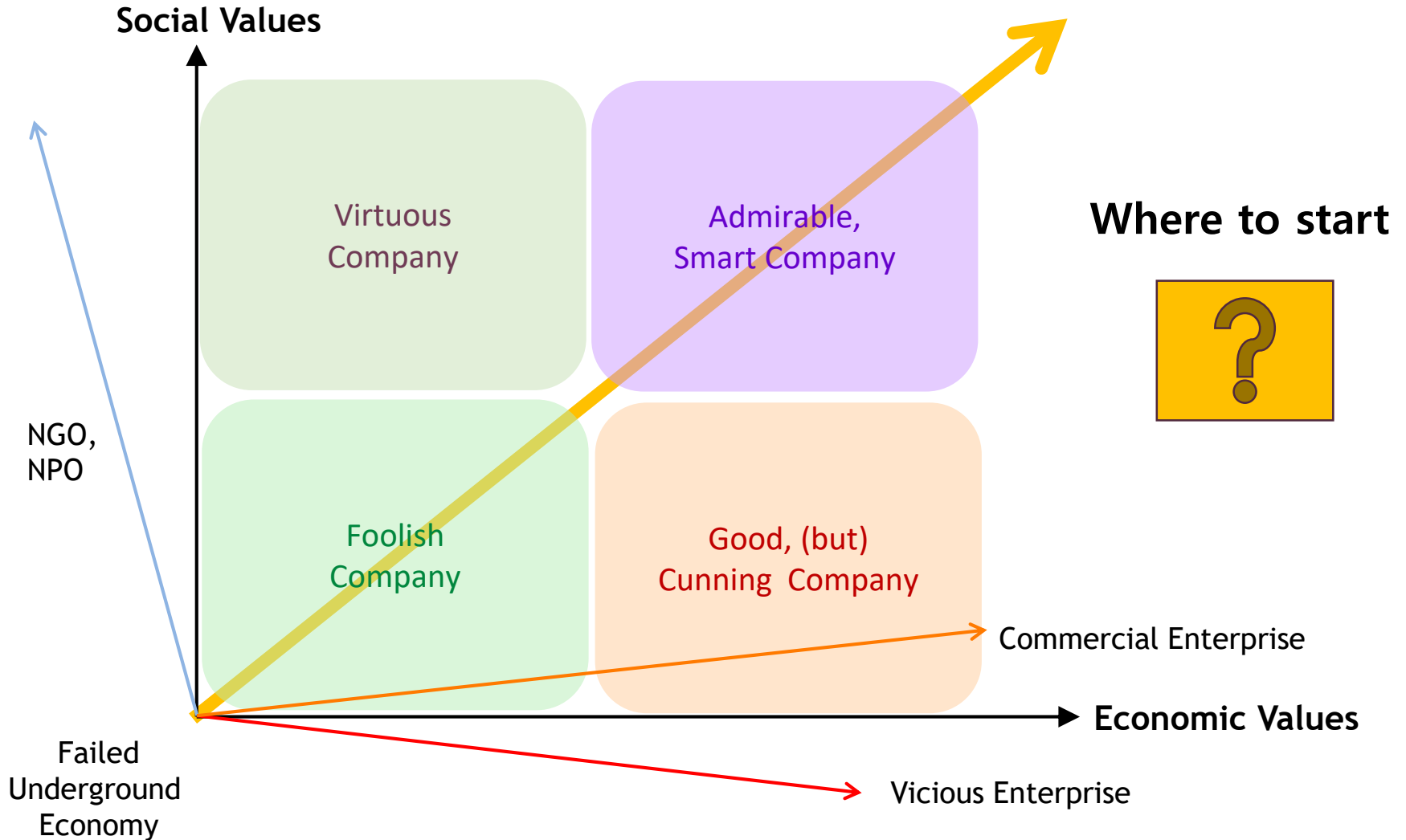
- 1) Dow Jones Sustainability Indices (1999)
- 2) Global Reporting Initiative (2000)
- 3) Social Return On Investment (2000)
- 4) Principle Responsible Investment (2006)
- 5) Global Impact Investing Network (2009)
- 6) Impact Management Project (2018)

A person wearing a green jacket, blue jeans, and brown shoes stands on a large white arrow painted on a paved surface. The arrow points downwards. The person has a camera bag slung over their shoulder. The background shows a wide, paved area with white lines, possibly a parking lot or a large open space.

SV의 미래

Focus Shift







안녕하십니까 Harari 휴먼, **코로나바이러스 종식 이후 세계는 어떻게 변할까요?** 9(๐๕๕๐)6

다가올 몇 주 동안 국가와 개인이 내리는 선택이 **코로나바이러스 종식 이후 세상을 지금과 다른 세계로 바꿀** 겁니다.



즉, 평상시에는 수십년이 걸릴 의사결정이 몇 시간 만에 진행 **세계는 거대한 실험실**이 되고 있음

사태 종식 이후 전체주의적인 감시가 아닌
높은 시민의식 강화가 필요하며,
민족주의적인 고립이 아닌 **글로벌 연대**가 필요함을 강조

Can We both tackle climate change and Build a Covid-19 recovery?



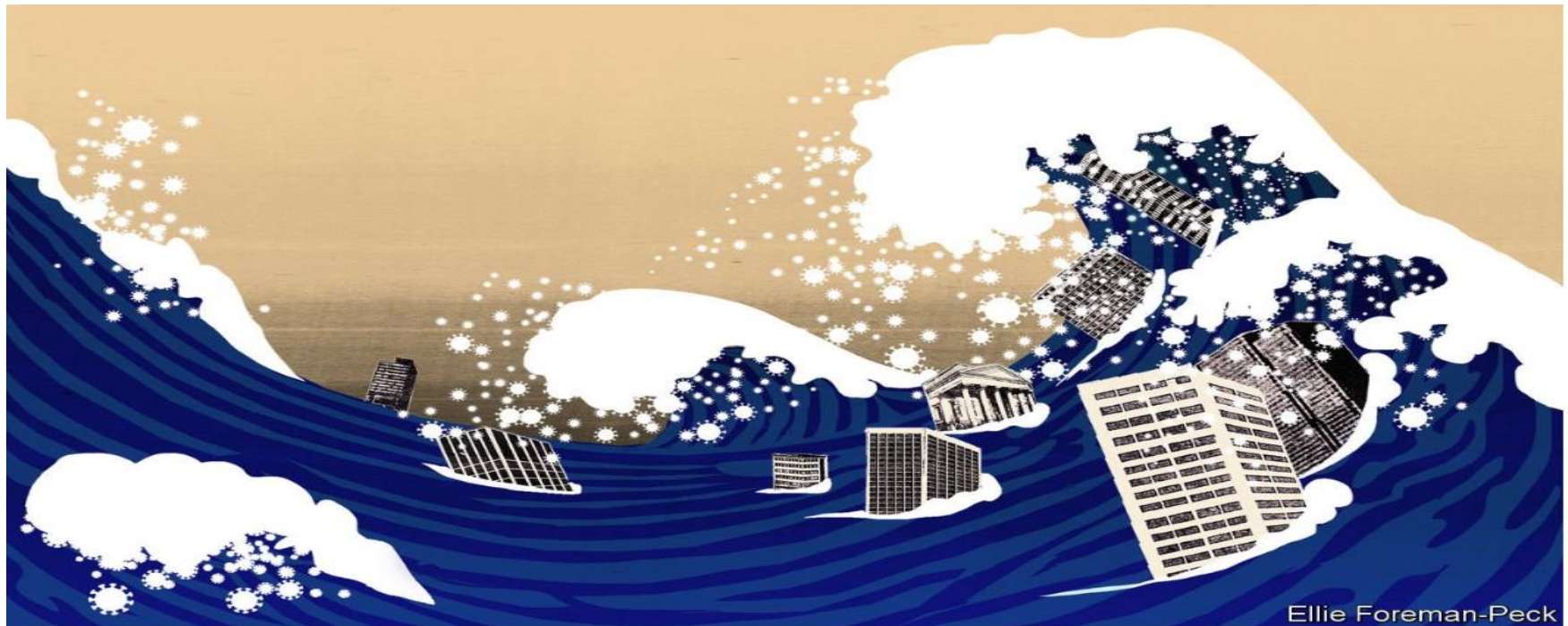
Financial Times, May 8th 2020

Our choices?

Sinking

Swimming

Surfing



The Economist, Apr, 11th 2020 "*Sinking, swimming and surfing*"



SV
Measurement

SMALL
CHANGES
CAN MAKE
A
BIG
DIFFERENCES



Unilever의 Slogan (by Paul Polman)

현재 45개의 기업이 멤버사로 참여



SK관계사



현재 28개의 기업이 협의회 멤버로 참여



중국 국유자산감독 관리위원회



중국 7대 공기업



현재 15개의 기업이 멤버로 참여





SOCIAL VALUE CONNECT 2019

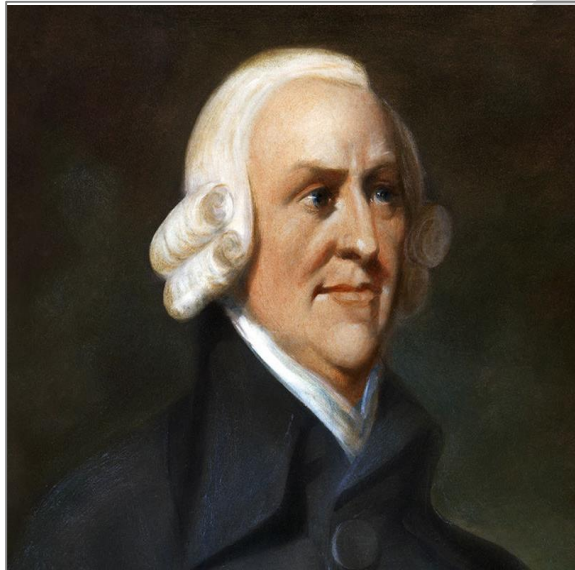


**패러다임 시프트 :
사회적가치의 시대가 온다**

기업, 비영리, 사회적 기업,
일반인, 학생 등 **4,628** 명
파트너사 **100** 개



“Measurement” driven Social Value Creation



“Pity & Compassion”

at



“Stakeholder Capitalism”

Measurement

Journey to the future

Building the ship while sailing

