

A Study on Chinese Corporate Social Responsibility Management Mode in Economic Transition Age A Case Study of Beijing Retailing Industry

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For decades, corporate social responsibility (CSR) has been a subject of intense debate among scholars and practitioners. Discussions have generally focused on the role of business in society and the nature of an enterprise's social responsibilities. The International Organization for Standardization (ISO) announced the implication of the ISO 26000 as the new guidance standard for social responsibility, which is built on the intellectual and practical infrastructure of ISO 9000 and ISO 14000. Although the enthusiasm for corporate social responsibility (CSR) has been echoed in the Chinese marketing literature, with the very low rate and level of CSR implementation in China's enterprises based on 2011 report of Chinese Academy of Social Sciences, this paper will give a general statement on the current status and future management mode of CSR in China.

Key Word : Business Enterprises ; Corporate Social Responsibility ; Management Mode

I. Introduction

Following a growing interest in corporate social responsibility for several decades, much argument can be observed in terms of the unit of analysis considered, the dimensions of corporate social responsibility and the role of them in marketing implication. When marketing scholars started expressing concern for it in the 1960s and 1970s, they focused on the social duties attached to the market functions not on the overall social role of the

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enterprises. As a result, the field of social marketing has emerged and specialized in the contribution of marketing activities to socially desirable behaviors and goals (Andreasen, 1994; Maignan & Ferrell, 2004). The Maignan and Ferrell (2004) concluded the dimensions of CSR and considered how marketing thinking and practices can contribute to the development of socially responsible practices throughout the organization.

Since the 1950s, CSR along with the related notions of corporate social responsiveness, corporate social response (Strand, 1983), and corporate social performance (Carroll, 1979; Wood, 1991), has been focused on an important subject in management literature. There are four different parties for past conceptualizations of CSR: a) CSR as social obligation; Bowen (1953) has defined CSR as the obligation “to pursue those policies, to make those decisions or to follow those lines of action which are desirable in terms of the objectives and values of our society” (p.6). The view of CSR as a social obligation has been identified with other studies (Carroll, 1979; Brown & Dacin, 1997; Sen & Bhattacharya, 2001) by classifying social obligations into four different types such as economic, legal, ethical and philanthropic obligations. b) CSR as stakeholder obligation; a number of scholars in the mid-1990s grouped stakeholders into four main categories as organization (e.g., employees, customers, shareholders, suppliers), community (e.g., local residents, special interest groups), regulatory (e.g., municipalities, regulatory systems), and media stakeholders. c) CSR as ethics driven. Based on some criticisms on the role of CSR, some scholars advocate an ethics-driven view of CSR that asserts the rightness or wrongness of specific corporate activities independently of any social or stakeholder obligation (Swanson, 1995). d) CSR as managerial process; a number of researchers have suggested CSR in terms of concrete organizational processes often analyzed under the label of corporate social responsiveness. Ackerman (1975) outlined three main activities representative of corporate social responsiveness as monitoring and assessing environmental conditions, attending to stakeholder demands, designing plans and policies aimed at enhancing the firm’s positive impacts. Furthermore, Castka and Balzarova(2007) suggested the impact of ISO 9000 and ISO 14000 on standardization of social responsibility from an inside perspective. Kanji and Chipta (2010) developed a model to measure CSR by using latent variable structural equations model within the certain boundaries of the organizational strategic planning system. There are also some important researches on CSR did in China such as Tang & Li (2009), Wang and Chaudhri (2009) and Cooke & He (2010).

In essence, corporate social responsibility is enterprises’ promise that makes contribution to sustainable development in order to improve stakeholders’ quality of life. Since the birth

of Social Accountability 8000(SA8000) in 1997, in order to protect the Earth, the world has sprang up a campaign of “corporate social responsibility” with realistic significance, which are propelled by some international organizations, governments, and transnational corporations. Every country and every corporation feel its existence and influence. So far, most governments in developed countries have taken a positive attitude towards propelling the campaign of corporate social responsibility, and the campaign has yield some results. Scott (2005) examined firms’ investment in environment research and development in the context of literature on corporate social responsibility based on a survey of U.S. industry with data from U.S. Environmental Protection Agency, the U.S. Census, and other public and private source of information about corporations and their industries. The theory and the empirical study support the suggestion that social responsible corporate investments in environmental research and development increase with corporate self-interest in reducing pollution caused by toxic emissions. Consequently, corporate environmental research and development investments depend on both public policy and the structure of markets.

Recently, “Chinese Corporate Social Responsibility Report 2011” (the Blue Book) written by the Chinese Academy of Social Science has made a comprehensive assessment on state-owned enterprises, private enterprises and Top 100 foreign enterprises in terms of commercial bribery system, product qualified rate, social security on health training, energy conservation and emission reduction, etc.. The survey shows that the overall level of Chinese corporate social responsibility is in its infancy, 70% enterprises lack social responsibility severely, and nearly 50% state-owned enterprises are just onlookers. 26 enterprises have gotten even zero or negative scores. Experts point out that reasons for the overall low level of corporate social responsibility are unsystematic management of social responsibility, incomplete, inaccurate and delayed information disclosure on social responsibility, and some onlooking enterprises’ no relevant information disclosure to the society. China’s enterprises emphasize market, neglect environment, attach great importance to practice and pay little less to management, which results in China’s enterprises’ lack of social responsibility. So strengthening standard management of corporate social responsibility and rectifying market of “social responsibility” have become a burning issue. Therefore china should learn from European and American developed countries who adopt a government-driven practice to propel the campaign of corporate social responsibility, and propel vigorously the development of corporate social responsibility and green enterprises at the national strategic level. The thesis makes an analysis in the aspect of the foundation of management mode of retail enterprises’ social responsibility at Beijing, China, and can be

an experience that China can draw on in term of enforcement direction and mode of corporate social responsibility.

II. Development trend and management status of corporate social responsibility in Beijing retail industry

The development of Beijing retail industry has a great momentum. In 2007, Beijing retail sales revenue of social consumer goods reaches RMB 337 billion, and RMB 458.9 billion in 2008. Sales revenue of Beijing social consumer goods ranks the first in China. In 2009, sales revenue of Beijing social consumer goods, in the maintenance of a high level, increases 15.7%, reaching RMB 500 billion. In 2010, sales revenue of Beijing social consumer goods reaches RMB 622.9 billion. Beijing is the largest city consumer market for three consecutive years, and become the world's top ten retail center.

Meanwhile, according to the standard of "Classification of Retail Formats" established by the China in 2004, there are 17 retail formats, and the thesis adds TV shopping and group buying (see Figure 1). Increase and decrease of national income and personal disposable income decide the development and selection of retail industry. Generally speaking, when per capita GDP is USD200-USD2000, chain supermarket is the mainstream; when per capita GDP reaches USD 4,000, the mainstream is convenience store and exclusive shop; when per capita GDP is beyond USD 4,000, the main stream is senior store and boutique,



and luxuries start to be in vogue. In 2009, Beijing per capita GDP reaches USD10, 000, which make high-end formats spring up and develop in Beijing.

Figures 1 Classification of Retail Formats

With the rapid development of Beijing's economy, Beijing's retail formats continue to upgrade and develop. So far, retail industry in Beijing nearly has encompassed all the 19 retail formats, formed a setup whose main body consisted of large and medium department store, shopping center, supermarket, speciality store, convenience store, warehouse store, and non-store retailing, and which makes other retail formats as its complement. The retail formats structure is tending to be complete and rational, but in the aspect of the development of corporate social responsibility, it seems to be out at the elbows. In the final analysis, it's due to that the analysis on management mode of the social responsibility of Beijing retail enterprises is not deep and incisive enough.

The social responsibility of retail enterprises can be divided into core responsibility, middle responsibility and extended responsibility. Core responsibility refers to the responsibility for customers, stockholders and employees; the middle responsibility refers to the responsibility for other organizations in the supply chain; extended responsibility refers to the responsibility for other stakeholders. The core responsibility Beijing retail enterprises take is under satisfaction, retail formats structure is scattered and the market concentration rate is low; competitiveness of domestic retail enterprises is generally low and weak, which mainly result from Beijing enterprises' divorcing from consumers' demand and the immature service quality management system; staff educational training system is inadequate, and quality of employees is uneven. In term of taking the middle responsibility, many enterprises, including retail enterprises, violate the interests of civil society in the pursuit of economic interests. For instance, the phenomenon that some large retailer, depending on their dominant position, charge slotting allowance and other irrational phenomenon still exist, which the large retailer can't come to an agreement with other enterprises in the chain in terms of social responsibility management. Thus enterprises should pay more attention to avoid the external negative effect and negative influence on stakeholders produced by their behaviors in the process of production and management. Extended responsibility refers to the requirements that retail enterprises should observe disciplines and obey laws, actively take part in social programs for good, save resources, protect the environment, etc. In this aspect, Beijing retail enterprises lead the way.

III. Management mode of China retail enterprises' social responsibility and the current mode of Beijing retail industry

According to the different functions of government, retail enterprises and society in the management mode of social responsibility, management mode of retail enterprises' social responsibility can be divided into three types: management mode of retail enterprises' social responsibility led by the government, management mode of enterprises' social responsibility led by core retail enterprise, and management mode of enterprises' social responsibility led by non-governmental organizations.

1) Management mode of retail enterprises' social responsibility led by the government

In this management mode, government as a main body of social governance plays a dominate role in the management of retail enterprises' social responsibility, which mainly is embodied in legal supervision and policy support. The government supervises irrelevant duty's performance by retail enterprises by establishing and improving the legislation on retail enterprises' social responsibility and a rational assessment system; encourages and advocates retail enterprises to perform social responsibility by making positive policies and taking positive measures; guides retail enterprises to undertake social responsibility by building a good social environment.

2) Management mode of enterprises' social responsibility led by core retail enterprise

Management mode of enterprises' social responsibility led by core retail enterprise is embodied in that core enterprises lead the management system of social responsibility in retail industry, and that core enterprise leads the construction of social responsibility in the whole supply chain in which it's the core. In the first case, individual leading retail enterprise leads and establishes the management system of retail enterprises' social responsibility, and other followers and rivals are in the participant's status. The strong liquidity of retail enterprises decides the importance of the development of social responsibility in the whole supply chain; and under this circumstance, retail enterprises must be the center in the chain. And the goal is to make the enterprise to have a holistic awareness of social responsibility, establish irrelevant rules and regulations, guide and lead

the performance of social responsibility to realize the harmony and win-win situation of core enterprise, enterprises in the chain, and the society.

3) Management mode of enterprises' social responsibility led by non-governmental organizations

In this mode, non-governmental organizations are the main participator of establishing standard or management system of retail enterprises' social responsibility. More and more non-governmental organizations begin to be established, their behaviors are characterized by independence, flexibility, public benefit, innovation, etc. As a lever and balancer between enterprises and government, between enterprises and stakeholders, non-governmental organizations play an important role which can't be ignored. Non-governmental organizations are the main maker of management standard of corporate social responsibility, and the main force of supervision over enterprises undertaking the social responsibility as well. China Chain Store and Franchise Association is an national organization in this industry in the field of chain stores, and it covers retailing, food and beverage industry, service industry, etc.

The aforementioned three typical management modes of social responsibility are closely related to each other, and coordinate with each other. In every mode, there must be one mode in core status, aided by other management modes. In the current retail enterprises in Beijing, management mode of social responsibility mainly consists of the supervision and guidance by non-governmental organizations and is supplemented by voluntary acts. Commonalties such as China Chain Store & Franchise Association, Beijing Quality Association, Beijing Electronic Commerce Association, Retail Enterprise Committee of China Commerce Association for General Merchandise, China General Chamber of Commerce, Beijing Pharmaceutical Profusion Association, Beijing Market Association, etc have solve many problems on social responsibility, and played an immeasurable role in terms of retail product quality, environment protection, staff training, etc. However, in the community of Beijing retailing, the government's function in the establishment and management of enterprises' social responsibility is far than enough, which makes the establishment and improvement of Beijing retail enterprises' social responsibility lack of perdurability.

IV. Constructing management mode of social responsibility of Beijing retail enterprises

Beijing should develop the management mode of retail enterprises' social responsibility led by the government. At present, although the development of Beijing retailing has ranked top nationally, such phenomenon as retail enterprises' low awareness of taking social responsibility, inadequate legislation system related to retailing, and an insufficient role the non-governmental organizations play is common. Thus to establish the management mode of retail enterprises' social responsibility led by the government is the inexorable requirement for the current stage of Beijing retailing development. The development of retail enterprises' social responsibility should be enhanced to a high level of the strategy of economic growth, and become an important part of Beijing commerce and trade. The departments of the government, as the main regulators and supporter of retail enterprises' social responsibility, can propel the improvement of the performance of Beijing retail enterprises' social responsibility to make Beijing a demonstration plot of retail enterprises' social responsibility system by strengthening the development of laws and regulations, policy guidance, and proper administrative intervention and providing irrelevant service.

Beijing retail enterprises establish and improve the management mode of retail enterprises' social responsibility led by the government, and this mode consists of four aspects as follows: incentive and restraint mechanism of Beijing retail enterprises' social responsibility; management mechanism of corporate social responsibility in which the supply chain is led by core retail enterprise; information disclosure mechanism of retail enterprises'



social responsibility; evaluation and identification mechanism of retail enterprises' social responsibility (see Figure 2).

Figure 2 Management Mode of Beijing Retail Enterprises' Social Responsibility

A. Incentive and restraint mechanism of Beijing retailing' s social responsibility

In the current situation of rapid development of Beijing retailing, the key to improve the incentive and restraint mechanism of retail enterprises' social responsibility lies in the government. First of all, the government, as the dominate player, should give primary consideration to fairness, justice, social stability, and social harmony. As the social administrator, the government should actively advocate the awareness of corporate social responsibility, supervise and urge enterprises to take social responsibility by establishing and improving laws and regulations, and punish the illegal activities, such as tax evasion, violation of labor regulations, etc. At present, calls for legislation on the credit in online retail industry, and lawmaking on commercial network planning under the situation of foreign capital continually seizing market share is extremely urgent. In 2006, "the Regulation on Fair Trade between Retailers and Suppliers" which is jointly released by five departments involving Ministry of Commerce and Development and Reform Commission, is faced with some problem such as low legislative level, has a weak restraint in reality, and doesn't effectively curb the irresponsible acts of large supermarket of charging slotting allowance through taking advantage of its dominate status in market. Therefore, Beijing should enact irrelevant laws and take some measures. Secondly, the government should give full play of its macro control function, and make great effort to enact supportive policy to encourage retail enterprises to take its social responsibility. Finally, the government should make great effort to prop up and support the development of non-governmental organizations such as Beijing Association of Retail Industry, and promote these organizations to play their roles.

B. Management mechanism of corporate social responsibility in which the supply chain is led by core retail enterprise

The influence and guidance on management of the enterprises' social responsibility in the supply chain is an important part of the management of retail enterprises' social responsibility. In the supply chain, retail enterprises have a more direct relation with the suppliers, and the goods of they sell, except the goods of their own brand, all come from

the suppliers. With the rapid development of Beijing retail industry, the retail enterprises shall choose reliable suppliers objectively and actively and establish good relations with the suppliers when the retail enterprises are confronted with ever-changing suppliers and complicated supply chains. The aim is to establish a corporate social responsibility standard in the strategic cooperative supply chain. Generally speaking, retail enterprises' responsibility for suppliers can be mainly divided into the following aspects: One is to abide by the contract. The core retail enterprises should help the enterprises in the supply chain to carry out irrelevant rights and obligations in accordance with the contract, and the suppliers should also strength self-discipline and guarantee the quality of their products. Retail enterprises , especially large retail enterprises, should actively take this responsibility, and should not charge irrational slotting allowance from suppliers through their dominate status in the market. Another is that every enterprise in the supply chain should take fair competition, reduce internal consumption and create a good business environment. The third is to attach great importance to long-term cooperation, help the suppliers or the enterprises in the supply chain to solve the problem they are faced with, and establish a cooperate relation characterized by mutual benefit and achieving win-win result. When problems arise, each enterprise in the chain should coordinate with each other, actively to take responsibility to reduce the losses which should not expand, and pay for it in accordance with the contract. Under the guidance of mutual benefit, other enterprises in the supply chain should achieve the win-win result and common development.

C. Information disclosure mechanism of retail enterprises' social responsibility

Quick information response is an important component of information disclosure mechanism. It requires not only quick information collection, but also rapid information disclosure. Retail enterprises should disclose irrelevant information timely not only to main decision maker—shareholders, but also to the stakeholders, including creditors, suppliers, employees, and the government. Collating, analyzing, measuring, checking, and disclosing irrelevant information about retail enterprises' fulfillment of social responsibility are conducive to shareholders making scientific policy, and also contribute to employing the information of corporate social responsibility objectively, accurately evaluating the fulfillment of corporate social responsibility and the existing problems, and helping retail enterprises making scientific and rational CSR strategy and action plan and improving them. For instance, when quality of the product has problems, quick information disclosure can not only reduce the harm to customers but also maintain customers' trust and loyalty to the

their enterprises. The retail enterprises can be propel to fulfill their social responsibility by establishing complete social responsibility information disclosure mechanism. In addition, the government should also improve irrelevant laws and regulations to guide and help retail enterprises to establish a sound social responsibility information disclosure mechanism.

D. Evaluation and identification mechanism of retail enterprises' social responsibility

Objective evaluation and identification are the inherence of the evaluation and identification mechanism of retail enterprises' social responsibility. There should be an objective evaluation system to evaluate the fulfillment of enterprises' meeting customers' demand and other responsibility. This mechanism consists of three parties, including the government, consumers and a independent third party. The three parties supplement and coordinate with each other, examine, evaluate and identify the performance of corporate social responsibility, and disclose the information objectively and timely. To establish a scientific evaluation standard system of retail enterprises' social responsibility is the basic requirement of this mechanism. The retail enterprises should examine and evaluate the fulfillment of social responsibility system, form the report on social responsibility and release it timely. Departments of the government should make policy and take measures in terms of evaluation and identification to encourage financial institutes and regulators to take the policies and measures as a standard to supervise and urge retail enterprises to actively fulfill social responsibility. The current green retail is the main trend of the future retail industry. In 2007, Ministry of Commerce establishes evaluation standard to "conservation-oriented retail enterprises" and launches it in ten pilot cities. By April, 2010, 14% of the 86 department stores, large supermarket, etc. in the pilot cities has obtained the identification of National Environment Management System; 45.3% of the enterprises has established green purchasing channel and guide the supplier to pay more attention to environment protection and reducing commodity package; 60.5% of the enterprises takes measures to encourage customers to reduce the use of plastic bags; 60.5% of the enterprises recycles the old and useless products and waste; 58.1% of the enterprises installs fumes extracting system and sewage treatment system; 32.6% of the enterprises takes measures to dispose the waste (fruit and vegetable, perishable organic waste, etc.); 18.6 % of the enterprises takes measures to save the gas; 47.7% of the enterprises' outlets uses energy-efficient buildings materials in their construction. Meanwhile, the government should also encourage and nurture qualified audit institutions or identification institutions, encourage the third-party identification institute to study and make social responsibility

standard which is in line with the reality of retail industry to combine the market mechanism, government mechanism, and social mechanism organically.

V. Discussion and Conclusion

Beijing, as the capital of China and center of politics, culture and national and international exchange, its management level and performance of corporate social responsibility play a role of demonstration, guidance and a window to the world. To establish a rational management mode of retail enterprises' social responsibility has an important significance to the promotion of Beijing economic and social development and to the development of the best place. The following are some market require

A. Enterprises shall operate in accordance with law. The operation of retail enterprise shall comply with the irrelevant laws and regulations. Retail enterprises' legal responsibilities mainly include: to provide qualified products and service; to protect customers' interests; to pay taxes according to the law; to protect its employees legal interests in the aspects of recruit, signing the labor contract, wage payment, working hours, social security and welfare, joining the trade union and forming an association; to provide safe and healthy working environment; to observe the principle of fair competition in the competition of the same industry and promote the establishment of sound order and rules of competition; not to be engaged in the behaviors of corruption and bribery; etc. The retail enterprises should also accept government's supervision initiatively, respond actively to the nation's calls and support programs for good and charities.

B. To deepen enterprises' conception of green retail. Environment protection and energy conservation are one of the core content of corporate social responsibility system. In retail industry, green retail is the inexorable trend, thus Beijing retail enterprises should meet the flowing requirements: (1) To make the best of new energy-saving technology to enhance energy efficiency and build green retail enterprises. (2) To establish low-carbon and zero-carbon enterprises and full exploit outlets' potentials of low carbon;(3) To establish good relation related to social responsibility management with the enterprises in the supply chain, drive the suppliers to improve the package and guide suppliers to low-carbon development; (4) To give full play of retail enterprises' publicity and disseminate the green and low-carbon concept to consumers; (5) To launch a campaign of waste reduction and waste recycling to achieve cyclic utilization of resources; (6) To establish green logistics

center to efficiently reduce purchase cost and circulation cost; etc. From the performance of the implementation in ten cities of “conservation-oriented retail enterprise” established by Ministry of Commerce in 2007, the awareness of energy-saving has penetrate into the inner part of enterprises. 100% of the enterprises has irrelevant departments or staff who are responsible for the comprehensive energy conservation, 41% of the enterprises establishes independent senior management institutions who are responsible for propelling energy conservation, 86% of the enterprises establish the management system of water conservation and electricity conservation. Beijing retail enterprises should consolidate and reinforce in this respect. Also, “Green Paper on 2010 China Energy Conservation and Environment Protection in Retail Industry” shows that energy conservation and emission reduction of 86 department stores and large supermarkets in “energy conservation act in retail industry” in pilot cities has achieved interim results and is characterize by diversified measures of energy conservation, obvious returns of energy conservation, continuously raised awareness of energy conservation and environment protection. Beijing retail enterprises should consolidate and reinforce in this respect.

C. To establish a harmonious harbor relation characterized by people-oriented. Retail enterprises are in the strong position in the labor relation, but they are not allowed to exploit this abusively. Labors in retail enterprises have high liquidity and generally have a low education background. The government, enterprises, and society should fulfill their responsibility in the aspect of establishing a harmonious labor relation. The government should improve irrelevant laws and regulations to provide the retail enterprises with good government’s service and safe social environment, meanwhile it should also supervise the employment environment and improve the three-party consultation mechanism of the labor relationship and labor dispute mediation mechanism; retail enterprises should take active measures to guarantee basic living conditions of their staff, understand and evaluate correctly the function of their staff in the development of their enterprises, attach greater importance to the staff’s development, and achieve common development with the staff by enhancing staff’s motivation of work; society should play its role of supervision and help the retail enterprises to improve the development of corporate responsibility.

D. To establish a good public image on consumers’ mind. Retail enterprises are the link between production and consumption. Consumers’ needs and purchase are the profit source of retail enterprises. However, because some retail enterprises don’t keep their word, behaviors of not abiding by business ethics, such as counterfeit goods overflowing can be seen everywhere. This kind of behavior infringes the interests of consumers and other

stakeholders severely. Faithfulness is the life foundation of enterprises. Therefore, every retail enterprise should take responsibility to establish a good business environment and carry out creditable operation. Specifically, retail enterprises should take such responsibility for consumers as following: First, retail enterprises should guarantee the quality of the goods they sell and provide good service; second, the retail enterprises should fully respect the right to know and free agency and disclose information to the customers timely when problems emerge; finally, the retail enterprises should also put the concept that God is costumer into practice and provide a convenient and comfortable environment to the customers.

E. To regard the charity and programs for public good as the routine work and be actively responsible for the community that the enterprise is located. Programs for public good and charity, such as education, health care, social security are an important task to build up a harmonious society. They have close relation with social stability and harmony. At present, many retail enterprises in Beijing have made inadequate and no investment on the development of social undertaking. Enterprises should give full play to their advantages to fulfill corresponding responsibility for developing social programs for public good. Because a retail enterprise always exists in a certain community, and it should integrate into the community that it is located, subsidizes charity and gets along well with the community it's located, which can't be ignored for the survival and development of the enterprise. Therefore, retail enterprises should give full play of their strength to support the community's culture and education, help the people in this community to seek jobs, and make contributions to the harmony of the society. And this can be achieved by assist in education of the community, and support activities, such as health, Humanities Concern, culture and art, urban construction, etc.

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경제전환시대 중국 소매기업의 사회적 책임에 관한 연구 : 베이징(北京)의 소매기업을 중심으로

이동신 · 강태원 · 이용기

최근 들어 기업의 사회적 책임(CSR)에 관한 기업과 학자들의 관심이 갈수록 증대하고 있다. 기업의 사회적 책임의 속성 중 일반적으로 기업의 역할론을 집중적으로 조명하고 있다. 더욱이 국제표준화기구(ISO)가 기업의 실제적 규범으로 ISO900, ISO1400을 지정한 후, 2010년 11월 ISO가 ISO26000을 기업의 사회적 책임의 새로운 가이드라인으로 선언하면서 그 중요성이 훨씬 증대되었다.

경제전환시대에 이르러, 중국에서도 기업의 사회적 책임에 관한 중요성이 날로 증가하고 있다. 2011년 중국사회과학원의 ‘중국기업의 사회책임에 관한 보고’에 의하면, 중국기업의 사회책임수준은 초기단계로서, 아직까지 낮은 수준에 머무르고 있다. 특히 베이징은 중국의 수도로서 정치, 문화, 국제, 중국내 교류 중심지로서, 중국에서 가장 큰 소매시장이 형성되었고, 세계 10대 소비도시로 소매기업이 꾸준히 발전하고 있다. 그러나 아직까지 베이징 소매기업에 대한 기업의 사회적 책임에 관한 관리모형에 대한 연구가 부족한 현실이다.

본 논문은 중국 및 베이징의 소매기업의 사회적 책임에 관한 관리현황을 파악하였다. 그리고 정부주도하의 베이징의 소매기업의 사회적 책임 관리모형을 4개 측면에서 수립하였다. 또한 기업이 지속적인 경쟁력을 유지하기 위해 소매기업의 사회적 책임을 수행할 수 있도록 5가지 시행방안을 제안하였다.

주제어 : 비즈니스 기업, 기업의 사회적 책임, 관리 모드
