

Value-oriented Inclusive Leadership of Asia: Harnessing the Link between Varieties of Capitalism and CSR

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Summary of Research

The project aims to investigate the potential of inclusive leadership of emerging Asia by employing the idea of the Varieties of Capitalism and its link to Asian CSR dynamics. Furthermore, it seeks to compare the theory capitalism and CSR phenomenon between the U.S. and Asia (here in this research, focused on Japan, South Korea and China), and offer insights on how and to what extent Asia can perform authentic and inclusive leadership. The work, therefore, has wide applications to Asian business and wider society, particularly for creating inclusive leadership through win-win partnerships among various stakeholders.

The idea of capitalism is under siege (Porter and Kramer, 2011). Although capitalism and free market ideas from the West benefit the current economic growth of Asia greatly, Asians hesitate (feel difficulty), by nature, to accept the current theories of capitalism and therefore Asian-context-specific research is necessary to tackle this gap. Asians respect inclusiveness, sharing and harmony by emphasizing on community involvement as one of the key features of CSR and stakeholder management (Kim and Moon, 2015). In this light, there has been an emergence of alternative business model that might be intricate mix of the western capitalism ideas with various Asian values within the Asian institutional contexts. Asians are eager to identify NEW Asian value-oriented business model which may harness Asian's unique inclusive leadership.

The study employs triple Cs (i.e., 1) Capitalism; 2) CSR; and 3) [Business] Case) as key analytical angles in order to provide new avenues for Asian firms to create inclusive value-oriented leadership model. By adopting triangulation methods (i.e., extensive interview, participation & observation, and the case study), it delves into the relevance and veracity of the institutional framework for understanding each nation's perception and practice in relation to the Varieties of Capitalism and CSR. Such a comprehensive approach is particularly appropriate in searching for NEW themes and phenomena not previously conceived or codified in existing literature.

The project offers new insights on Asia's potential leadership by pursuing inclusive and sustainable business model. This timely research contributes to the management and leadership literatures by proposing an "Asian Value-oriented Inclusive Leadership Model" as a comprehensive outcome of the project. More substantively, the leadership practices reflect many institutional factors in diverse capitalism systems. The suggested model can help provide business practitioners who are searching for the unique leadership to solving contemporary global and Asian market challenges with a sufficient intricate Asian patterns of inclusive value-oriented leadership.