

BETM
RELEVANT,
STAY
RELEVANT

Strategic CSR Program to Improve Corporate Reputation

Discussion Agenda

- The Global Trend of CSR
- Brodeur's Perspective of CSV vs CSR
- Good CSR Case Studies
- Brodeur Relevance Methodology & Case Studies:
 - American Cancer Society (ACS)
 - Hankook Tire
 - HughesNet
 - Kim's Eye Hospital
 - AmorePacific
- Closing



The Global Trend of CSR

Corporate Social Investment as Part of Core Business or CSR Efforts

Oliver Wyman analyzed 557 corporate social impact programs at 127 companies globally and found over half (52%) of the individual programs were investments that aim to generate financial returns.

“Traditional CSR programs can often be viewed by corporations as an add-on to a business rather than an integral part of it. However, there are clear business rationales for engaging in social investment: to learn about new markets, grow an existing market, foster innovation and generate sustainable financial returns.”

CORPORATE SOCIAL INVESTMENT Oliver Wyman

The Global Trend of CSR

CEOs are Addressing Greater Expectations

52% of CEOs say creating value for wider stakeholders helps profitability

Over a third of CEOs (35%) also talk about value for wider society, employees and/or supply chain partners, reflecting a clear recognition of the changing expectations of their customers.

1,409 CEOs interviewed
in 83 countries

66% of CEOs see more
threats today

76% of CEOs define
business success by more
than financial profit

19th Annual Global CEO Survey PwC

Global CSR Trends

Companies are Focusing for Impact

“Companies that succeed in building a profitable relationship with the external world tend to think very differently: they define themselves through what they contribute. This approach does not mean changing purpose; it means being explicit about how fulfilling that purpose benefits society.”

McKinsey & Company, “Beyond Corporate Social Responsibility”

Activities should be designed with clear goals and very well-defined objectives. Ideally, programs should have achievable metrics that employees and ambassadors can use to clearly demonstrate the impact they are having on society.

Global CSR Trends

Increasingly Organizing Around Employee Engagement

“CEOs at CECF’s 2014 Board of Boards voted employees as the most influential stakeholder group when deciding to expand their companies’ investments in the community... As the demographics, priorities, and expectations of employees evolve, the ways in which companies support and invest in communities are becoming essential in developing a meaningful culture that attracts and retains top talent.”

International Association of Business Communicators

The most important audience for a CSV program is employees. They are the true brand ambassadors and one of the most effective ways to broaden engagement and raise visibility and recognition of a company’s CSV programs.

Tackling Social and Human Rights Issues Locally and Globally

“Merck Korea has advanced efforts in ‘creating shared value (CSV)’ and these efforts can break down to several areas — science education, cultural support and community activities led by the company and/or supported by employees on a voluntary basis.”

Managing Director, Merck Korea

Today, global companies are going beyond simple (but important) issues of environmental sustainability and daring to tackle complex social issues particularly human rights, health and safety. These range from economic development to human rights.

Initiatives Focused on Empowering Women and Girls are Gaining Traction

“One of the trends we saw in 2014 was continued traction and collaboration around CSR programs and multi-stakeholder initiatives to advance the economic empowerment of girls and women – from education and technology access programs, to job-skills and supply chain diversity initiatives.”

Suzanne Fallender, Director, Global Girls and Women Initiative at Intel

This is good news but the challenge is that thought leadership in the arena of “women and girls” is becoming more competitive.

Global CSR Trends

Adapting Global Ideas to Local Environments

“... we are noticing a departure from such rigid frameworks. For instance, STEM education may not be an appropriate CSR strategy in a country where a basic need such as access to clean water is more pressing. Similarly, rethinking employee engagement programs with local context in mind is important for international success.”

CSRWire

As a company moves to become a much more global brand, it will need to have a relevant position and flexible thematic approach that can be tailored to specific geographies.

Global CSR Trends

Using “Big Data” to Support CSR Efforts

“Big data” has been a buzzword around Silicon Valley for the past few years. And we’re starting to see it trickling into the nonprofit sector and into CSR. Companies are employing their technical savvy to amplify their social good efforts using data. Nonprofits are not adopting this approach as quickly – likely to due to resource constraints. That’s why we’ll be closely following the work of organizations like DataKind and Silk.co that bridge the gap between big data and nonprofits.”

CSRWire

As it looks to rethink and restructure its CSV programs, brands should consider how to integrate the collection and analysis of its marketing data into how it develops, applies and communicates its CSV programs.

The Global Trend of CSR

CSV Framework Adoption. Major companies, including Nestlé, have started approaching business using the CSV framework by creating 398 commitments (to be met by 2020) to support the long-term goal; including nutrition, rural development, water, environment, human rights and people.

Risk Mitigation. 81% of retailers and 73% of manufacturers agree that purpose initiatives can help an organization mitigate risk.

Reduced Share Price Risk. A one-standard deviation increase in corporate responsibility (CR) performance from the average can cut firm-specific risk by 10% compared to its industry peer group.

Sales & Reputation. Sound CR management has the potential to increase revenues up to 20% and to enhance the firm's brand and reputational value by 11%.

Brodeur's Perspective on CSV vs. CSR

CSV

- Joint company and community value creation
 - Values: economic and societal benefits relative to cost
- Social issues are intertwined with core business model
 - Agenda is company specific and internal
 - Realigns the entire company budget
- Integral to competing
- Integral to profit maximization

Example: Transforming procurement to increase quality and yield

CSR

- Shared economic value creation in order to build social value
 - Values: doing good
- Organizational commitments to minimize or eliminate any harmful effects and maximize the long-run beneficial impact on society
- A normative stance, treating social issues as separate from the company's core business
 - Actions are driven externally
- Impact limited by corporate footprint and CSR budget

Example: Fair trade purchasing

Brodeur's Perspective on CSV vs. CSR

Lack of a universal approach to measuring the impact of such programs.

Takes Time.

Difficulty of finding Shared Value

Perspective/corporate philosophy of corporate responsibility

Guiding Practices to Successful Strategic CSR Program

Concentrate efforts.

“The greatest opportunities will come from areas where the business significantly interacts with—and thus can have the greatest impact on—society. These are areas where the business not only can gain a deeper understanding of the mutual dependencies but also in which the highest potential for mutual benefit exists.”

Build a deep understanding of the benefits.

“The key is finding symmetry between the two sides and being open enough to understand issues both from a business and a societal perspective.”

Find the right partners.

“Relationships—particularly long-term ones that are built on a realistic understanding of the true strengths on both sides—have a greater opportunity of being successful and sustainable.”

McKinsey's CRS report

Steps Successful Organizations Have Taken

Setting measurable goals

Stakeholder engagement

Sustainability issues mapping

Sustainability management systems (SMS)

Lifecycle assessment

Sustainability/CSR reporting

Sustainability Branding



Examples of CSR Innovation & Leadership

CSR Leadership Examples



Summary

Company	Corporate Initiatives	Foundation Initiatives	Brand-specific initiatives	Comments
Unilever	Sustainability-led technologies -Goal is to double business size, reduce environmental impact	The Unilever Foundation brightFuture	<ul style="list-style-type: none"> Dove 'Choose Beautiful' Hellmann's Grow with Us initiative Sunlight hand-dishwashing brand water collection 	Leader of the Food Producers sector of the Dow Jones Sustainability World Indexes for 14 years
Nestlé	<ul style="list-style-type: none"> Parental Support Policy Project Opportunity -Nestlé Good Life program -Healthy Kids Global Program -Alliance for YOUTH	Nestlé Foundation for the Study of Problems of Nutrition in the World	<ul style="list-style-type: none"> Nestlé Purina focus on pet welfare Nestlé Waters Drink Better Nestlé Cocoa Plan 	To date, has reduced sodium, sugar and trans fats in 1,058 of food and pet products
Nike	Project Opportunity -Parental Support Policy -The Girl Effect -AIDS-free future for girls -Design to Move	Nike Foundation -Connects girls in developing nations to international aid programs and resources	<ul style="list-style-type: none"> NIKE Flyknit technology Committed to sourcing 100% more-sustainable cotton by 2020. 	Pledged that it will eliminate hazardous chemicals from its global supply chain by 2020

CSR Leadership Examples

- Nike describes itself as being on a “sustainable journey, one that considers impacts across our value chain including labor, environment and communities. Real change, long-term, lasting change, will only be possible by taking new paths and making breakthroughs.”
- Nestle describes itself as being “committed to improving people’s quality of life at every stage, through science-based innovation. Creating Shared Value is the way we do business, and the way we connect with society. It’s an approach based on respect for people, cultures and the natural environment.”
- Unilever describes itself by saying, “Our purpose is to make sustainable living commonplace, with shared, equitable and sustainable long-term value creation. We are developing new business practices that grow both our company and communities, meeting people’s desire for more sustainable products and a brighter future.”



Brodeur Case Studies

Brodeur's Relevance methodology

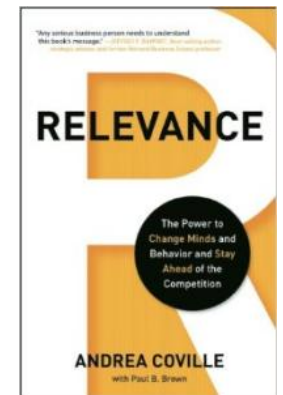


“But why is changing behavior the ultimate goal of relevance? Couldn’t the goal be to increase awareness or leverage other marketing efforts? It could, and no one is saying that improving what you are already doing is unimportant.”

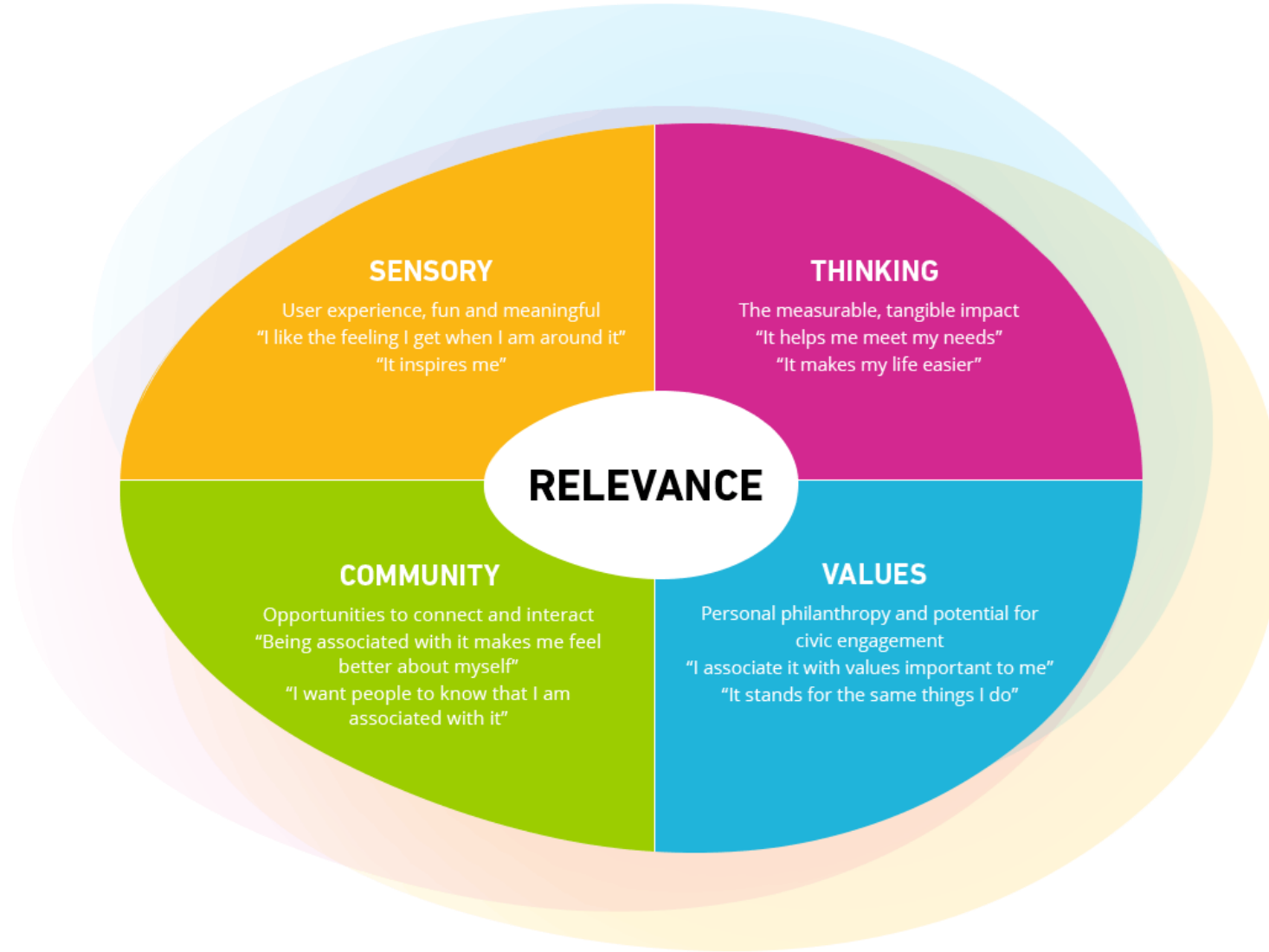
*“However, our goal here is to keep our proverbial eye on the proverbial prize. And **the ultimate prize is getting people to change their behavior**, and not something less, like raising awareness or leveraging other marketing efforts you have underway.”*

— ANDREA COVILLE & PAUL BROWN

Source: Harvard Business Review



Brodeur's Relevance methodology



Brodeur's CSR Strategy Development Process

Build The Platform

Global CSR platform delivers an integrated, relevant program that can span all stakeholders

Inspire Action

Strategy, creative / program distribution to engage stakeholders and create behavior change

Empower The Community

Content tools and templates that can be customized and leveraged across key geographies

Sustain The Change

Embed the strategy in internal and external activities to sustain long-term change

Brodeur's CSR Case Study – American Cancer Society (ACS)



Challenge: Decline in Understanding

- As a major legacy charity brand, ACS enjoys tremendous brand awareness, trust and reputation. Yet, ACS began to see a decline in understanding of the value it offers.

Brodeur's Strategy: How a Brand Campaign Ignited a Movement

- Blow the dust off - Refresh a 100-year-old brand and help people understand what ACS is all about by creating a world (and campaign) with “More Birthdays.”
- Re-position - Increase emotional connection and **relevance** among its key audiences and create a springboard to engage people who are passionately committed to creating a world with less cancer and **more birthdays**.

CSR – ACS Execution



Year 1: Building the Platform (Base)

- Branded ACS as “The Official Sponsor of Birthdays.”
- Created a new online movement of advocated dedicated to helping ACS create more birthdays in myriad of ways.
- Posted daily content updates across morebirthdays.com (microsite), Facebook, Twitter and emails.

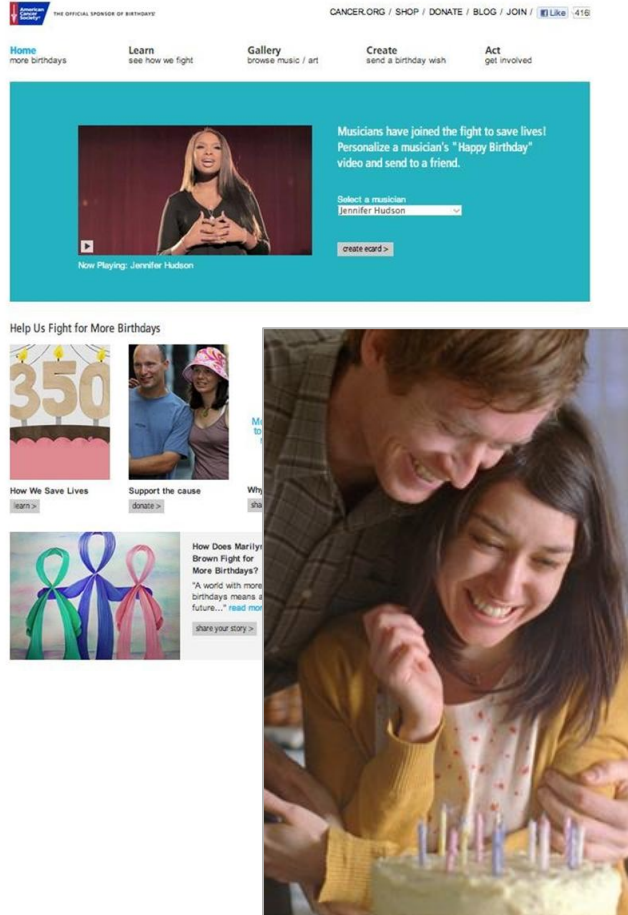
Year 2: Expansion

- Tapped celebrities, musicians and artists to spread the word singing “Happy Birthday” on TV ads and through morebirthdays.com, where members could send video e-cards and purchase “more birthdays” merchandise .

Year 3: Driving Engagement

- Launched a listening program, and from it developed a refined, member-focused content strategy for web and social media.
- Introduced a series of pulse programs (contests, user-generated content programs) to bring this new approach to life and focus the community on key calls to action.

CSR – ACS Results



- The campaign led to statistically significant increases in knowledge of the American Cancer Society's mission and personal *relevance*.
- The More Birthdays community grew from zero to 500,000+ members. Through their active engagement, our content reached over 1 million people per week.
- 500 million earned media impressions (96 percent directly reflect core messages)
- Billions of social networking impressions
- A legion of celebrity artists, musicians and entertainers donating time and work to the campaign
- An army of internal ACS brand ambassadors
- A dedicated Ad campaign
- An award-winning PR campaign, including Reputation & Brand Management Campaign of the Year and Best Integrated Communications Campaign of 2010.

Brodeur's CSR Case Study – Hankook Tire and DAV



DAV PARTNERSHIP



CSR Program Goals:

- Enhance Hankook Tire's reputation through a cause partnership with DAV.
- Position Hankook as a good U.S. corporate citizen.
- Associate Hankook with American traditions, culture and values.
- Create opportunities through employee/dealer engagement, donation/sponsorship events and publicity.
- Communicate Hankook's values and commitment to helping people through mobility through positive media coverage.

Initiatives:

- Created "Moving Forward" CSR program with Hankook initiative
- Matched and brokered relationship between Disabled American Veterans (DAV)
- Developed support program for DAV's Mobile Service Office which delivers services to Korean veterans in local communities
- Korean War veterans publically honored and acknowledged, yielding great media visibility

CSR – Hankook Tire and DAV



2016 Hankook/DAV Partnership Highlights:

- Hankook renewed commitment to DAV with an \$150,000 on-field check presentation at one of the five co-sponsored Cincinnati Reds' Military Appreciation Day Games at the Great American Ball Park.
- Hankook participated in DAV's 2016 National Convention in Atlanta and Chairman Suh participated in an exclusive meet-and-greet with President Obama.
- DAV helped promote the Hankook Heroes Recognition Program, which generated 90,000 Facebook impressions and 113,600 Twitter impressions.
- Continued veteran support including sponsorship of 10 select Recruit Military veteran job fairs across the country, the DAV 5K Atlanta.
- Featured as a corporate sponsor for DAV's Keep the Promise Veteran's Day campaign, with the DAV MSO stop video on the microsite

CSR Case Study – HughesNet and 4-H



The Challenge:

- Create positive brand favorability on a national scope and in local target markets.

Brodeur's Solution: Partner with a well known and favorable organization (4-H that would allow HughesNet to create positive messages. Four primary objectives:

- Strengthen the brand and broaden reach.
- Differentiate HughesNet in a commodity market.
- Measurably increase brand loyalty with customers/prospects.
- Acquire new customers and ensure the program is self-funded via new orders.

Why Hughes and 4-H?

- Both organizations are equally passionate about STEM education, building future leaders, and powering our country's competitiveness in the global economy.
- Both organizations serve compatible audiences in rural and exurban communities.

CSR – HughesNet and 4-H Execution



Connect kids to STEM education – Gain national visibility and thought leadership opportunities for HughesNet.

- “Inspire future scientists” video campaign
- National Youth Science Day – Rockets to the Rescue
- National Engineering Week Career Exploration Day

Connect communities to STEM education across the U.S. – Reach new audiences at a local level by providing funding to host flagship events and local workshops.

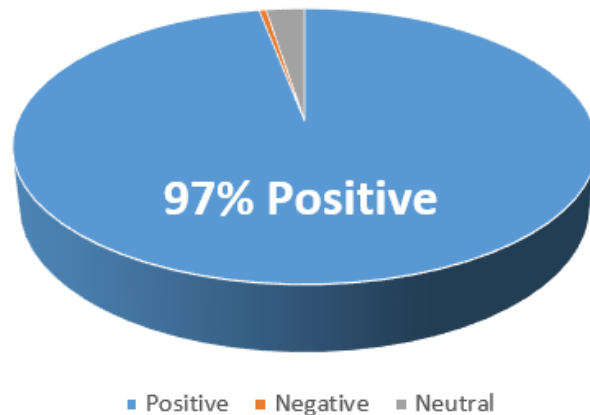
- Co-branded STEM activation at state fairs
- Summer Camp “Tech Takeover Days”

Create positive brand favorability - Increase positive consumer sentiment and visibility of the organization and product online and offline.

- Raise Your Hand Social Media Campaign
- 4-H GROWN check-in campaign

CSR – HughesNet and 4-H Results

Online sentiment transformation (Hughes mentioned with 4-H:



- 13,000+ people checked in for 4-H GROWN campaign including eight members of Congress and musician Jennifer Nettles. 4,700 were derived from HughesNet Website with 12,337,301 in social media impressions.
- 8,269 people joined HughesNet in Raising Their Hands for 4-H.
- Maintained a remarkably high conversion rate (37%) and share rate (21%) throughout the Raise Your Hand campaign, resulting in 2,023,391 impressions.
- Hosted 40+ students at Hughes manufacturing plant & Germantown headquarters.
- 84 videos submitted in the “Inspire a Future Scientist” video contest.
- Increased 4-H’s supporter file by 8,200+, 30% of which was alumni.

CSR Case 4: 김안과 병원 우리아이 해피아이 캠페인 – 캄보디아 의료봉사

Initiative:

- 기간: 2007~현재, 캄보디아 의료봉사
- 주요 활동:
 - 총 14회 의료봉사활동
 - 14,369명 환자진료
 - 약 930여건의 안과수술
 - 캄보디아 안과전문의 육성 프로그램
 - 안과 전문병원 캄보디아 현지 설립
- 주요 방송:
 - 2011년 1월, EBS '나눔 0700' 신년특집 '캄보디아, 아픔을 넘어 희망을 보다' 편 방영
 - 2013년 4월 KBS 2TV '오아시스' 및 '다큐 3일'
 - 2013년 9월 KBS 1TV '사랑의 리퀘스트'
 - 2014년 8월15일 '자랑스런 한국인 '



CSR Case 4: 김안과 병원 우리아이 해피아이 캠페인 – 우리아이 눈 건강 1, 3, 6 캠페인

Initiative:

- 기간: 2015.4~현재, 우리아이 눈 건강 1.3.6 캠페인 진행
- 개요: 1~6세까지의 부모들을 대상으로 아이들의 눈 건강 검진 필요성을 알리고, 건강 검진의 중요성에 대한 인식 제고
- 활동 내용:
 - 눈 건강 체험교실
 - 찾아가는 어린이집 눈 건강 강좌
 - 찾아가는 1.3.6 연극
- 제작물:
 - 1.3.6 건강수첩
 - 1.3.6 그림 동화책
 - 1.3.6 캐릭터 인형 제작



CSR Case 4: 김안과 병원 해피아이 캠페인 – 난민지원 프로그램

Initiative:

- 기간: 2005년 ~ 현재
- 대상: 국내에 거주하고 있는 난민
- 개요: 유엔난민기구(UHCR)와 공동으로 실시하는 난민 지원 프로그램
- 진행 내용:
 - 안과 및 내과 무료 검진과 치료 실시
 - 난민 사진전 개최
 - 난민 지원 모금 활동을 통한 지원금 전달



CSR Case 4: 김안과 병원 해피아이 캠페인 – 시각장애인골프대회

Initiative:

- 기간: 2009년 ~ 현재
- 대상:
 - 시각장애인으로 국내 장애등급 1~3급
 - 시각장애인으로 IBGA 시각등급 B1~B3 해당자
- 개요:
 - 볼 수는 없지만 칠 수 있다!
 - 시각장애인들이 장애의 한계를 뛰어 넘어 서포터와 한 팀이 되어 경기 진행
 - 블라인드 골프를 통해 자신감과 성취감을 느낄 수 있는 스포츠 프로그램
 - 시각장애인도 골프를 즐길 수 있다는 것을 보여줌으로써 시각장애에 대한 인식 개선





Brodeur's AMOREPACIFIC Case Study

Brodeur's CSR Strategy Development Process

Build The Platform

Global CSR platform delivers an integrated, relevant program that can span all stakeholders

Inspire Action

Strategy, creative / program distribution to engage stakeholders and create behavior change

Empower The Community

Content tools and templates that can be customized and leveraged across key geographies

Sustain The Change

Embed the strategy in internal and external activities to sustain long-term change

Five key research approaches

1. QUALITATIVE AND QUANTITATIVE RESEARCH	2. RELEVANCE WORKSHOP	3. M3 MESSAGE DISCOVERY, TESTING AND DEVELOPMENT	4. INTERNAL ALIGNMENT	5. CONVERSATIONAL RELEVANCE
<p>Build new CSR strategy around solid research, thoughtful discovery and statistically valid data</p> <p><i>Create the baseline to measure against</i></p>	<p>Discover and develop under-utilized Relevance brand dimensions, i.e. community, values, sensory</p> <p><i>Create the foundation for integrated content and multi-stakeholder engagement</i></p>	<p>Determine which messages are most relevant and effective globally — with statistical accuracy</p> <p><i>Know what to say and how to say it for maximum impact</i></p>	<p>Ensure the company's internal and external values and behaviors are consistent.</p> <p><i>Catalyze employees to willingly participate in CSR and enthusiastically</i></p>	<p>Identify and track – in real time – the movers & shakers within CSR, sustainability, women's movements, micro-lending, re-purposing, etc.</p> <p><i>Expand CSR visibility and engage the right people globally</i></p>



External/Competitive Research

External/Competitive Research – Brands Evaluated



External/Competitive Research – Key Findings

1. Re-defining beauty
2. Clear evidence of core AP business commitment
3. “Go beyond cancer”
4. Simplify messaging so it unifies and has global relevance
5. “Connect” all CSR programs across all dimensions (brand, corporation, values, consumers, geographies)
6. Align CSR initiatives with quantifiable results
7. Build more relationships globally; it comes down to “the company you keep”
8. Make sure the product embodies the CSR commitment
9. Leverage employees as ambassadors globally
10. Strengthen internal structures
11. Integrate communications

1. Research



- One-on-one, in-depth interviews with relevant AMOREPACIFIC executives
- IDIs with group-level management in every key geography including:

APAC

- Korea
- Hong Kong
- Singapore
- Beijing
- Taiwan
- Thailand
- Vietnam
- Japan
- Malaysia

Europe/U.S.

- Paris
- NYC
- Etc.

- IDIs with retail store managers in key locations
- IDIs with top 20 relevant CSR influencers

IDI Interview Topics

- General thoughts on corporate social responsibility and the importance of companies making the world a better place
- Elements of CSR that are generally most important to them
- Awareness of AMOREPACIFIC CSR initiatives
- Thoughts on what AMOREPACIFIC does well within scope of CSR
- Areas of CSR opportunity/improvement for AP

20 interviews

30-60
minutes each

IDI Findings

Unify CSR	AP assets	Integrated Global Story	Broaden impact	Define Impact
<ul style="list-style-type: none">Bring various programs into alignment with a CSR global frameworkEnsure relevance in geographies beyond Korea	<ul style="list-style-type: none">Inspirational leadership for Chairman SuhCorporate ethic built around beautyCommitment to innovation in research and scienceEngaged employees	<ul style="list-style-type: none">Integrate and adapt CSR across different markets, products and geographiesAlign CSR more directly with sustainability	<ul style="list-style-type: none">Scale the CSR effort globally through more partnershipsThought leadership alignment on a global stage	<ul style="list-style-type: none">Tie success measures to outcomesLeverage impact through individual stories and outcome data

Quantitative Online Research in Korea and China

Three quantitative surveys conducted:

1. Korea (women 18+; n=515)
2. China (women 18+; n=519)
3. AP employees (n=131)

Focus of survey:

- Capture views about CSR
- Most important CSR programs
- Message relevance
- Established a benchmark baseline



Important for a Company to Support

Rated #1

	KOREA	CHINA	AP EMPL
Working on issues related to sustainability and the environment	38%	41%	28%
Working on issues that impact and positively benefit women	36%	43%	54%
Promoting arts and culture	6%	8%	6%
No response	20%	8%	11%

Quantitative research: key takeaways

- No one program or CSR initiative dominates
- Even in Korea, awareness of 3 out of 4 of AMOREPACIFIC's key programs is low
- There are differences between countries and audiences
- It is not advisable to pick any one program area and lead with that; nothing has broad enough appeal
- Clear opportunity to create a CSR position that establishes a more universal framework to describe and drive all CSR efforts globally



2. Brodeur Relevance Workshop



What It Is:

Unique creativity session that discovers and develops under-utilized brand Relevance elements (values, sensory, thinking, community). Creates foundation for integrated CSR content.

Key Elements:

- Structured half-day workshops with key internal executives
- Creative mapping of Relevance quadrants
- Intersection of competitive landscape
- Strategic thematic messaging
- Breakthrough program directions

What It Does:

- Brings Relevance to life by extending the creative process for key stakeholders
- Catalyzes shared understanding of Relevance levers
- Uncovers more action-inducing (behavior change) messaging platforms
- Creates foundation for integrated content

Create the Foundation for Integrated Content

Content creation – examples

Thought leadership	Website content	Blogs
Images	Digital engagement	Video
Tweets	Facebook posts	Infographics
White papers	Storytelling	Mobile apps
Contributed articles	Speaking abstracts/bios	e-Newsletters
FAQs	Customer CSR profiles	News releases
Webinar content	e-Books	Podcasts
Speeches	Op-ed articles	Backgrounders

Content that motivates

Content that triggers conversations and action

Content that measurably moves CSR programs forward

Content that engages stakeholders “where they live”

Content that reflects their personal interests

Content is thoughtfully integrated across media channels

3. M3 Message Discovery Testing and Development



Brodeur's Relevance M3 (Maximum Message Modeling) is a proven online research methodology used to discover, test and develop the most relevant and impactful messages that resonate with *statistical accuracy across all stakeholders.*

No more second guessing; be sure of what to say and how to say it.

- Discover the most effective high-level messaging framework
- Develop creative messaging hierarchies
- Integrate messaging within websites and across all communications and channels (paid, earned, social, owned)

Brodeur has experience with hundreds of companies, institutions and organizations.

3. The Data Power of M3

- Example: when 10 messages are tested with $n=1,000$ respondents the result is 40,000 data points.
- These 40,000 data points are used to:
 - Calculate overall message “utility scores” by segments
 - Identify the relative strength of each message
 - Determine the optimal message combinations for the greatest audience reach and relevance

Most Positive Company Characteristics

	KOREA	RANK #	CHINA	RANK #	AP EMPL	RANK #
A. They support many women's health programs including breast cancer research and health education.	14.0	1	18.0	1	20.0	1
E. They support programs to provide clean drinkable water for women and children in impoverished areas where it is otherwise unavailable.	12.8	2	17.1	2	9.3	5
H. They find housing and provide skills training for new single mothers in need.	12.4	3	7.2	7	6.5	8
F. They support programs to teach women and girls entrepreneurial skills and introduce them to small business opportunities.	12.1	4	6.4	8	17.0	2
B. They support programs to reduce violence against women through education and advocacy.	11.6	5	10.9	4	5.0	10
D. They promote income equality and career development for women	9.8	6	9.6	5	9.9	3
C. They support programs to provide quality education for women and girls including science and technology education.	9.3	7	13.6	3	9.4	4
I. They offer pregnancy and neonatal education and training to pregnant women.	8.6	8	8.1	6	8.4	7
J. They support programs to make theater, music, dance, and other cultural activities more accessible to all people.	5.8	9	3.8	10	8.9	6
G. They provide micro-loans to women and girls trying to start their own small businesses.	3.8	10	5.3	9	5.9	9

4. Internal Alignment – *the Process*



- Begins on the inside – understanding AMOREPACIFIC employees' experiences and attitudes – perceptions and reality
- Evaluate behavior and action
- Looks outside the company – understanding external experiences and attitudes, and marketplace perceptions of the brand
- Focus on the “gaps” – to understand:
 - Are the company's internal and external values and behaviors consistent?
 - Where do “disconnects” exist?
 - What steps are required to align?

Corporate AMOREPACIFIC Messaging

Asian Beauty Creator

Creating a more
beautiful life


Changing the world
into a more
beautiful and
healthier place

Creating beauty
and health through
technology and
heartfelt sincerity

Beauty for Good

A great company
that changes the
world

Current AMOREPACIFIC CSR Initiatives

Make up your life	Pink Ribbon Campaign	Heemang Store(희망가게)	GREENCYCLE
			
Restoring women's confidence	Cancer survivor emotional support	Micro-lending	Re-purposing
Valuable but heavily co-opted category not differentiated		Provide more differentiation but not a high-level messaging platform	

Public Foundations Activity	Employees	Brands
<ul style="list-style-type: none"> • Primate research • Korea tea culture research • “Discovery of Asian Beauty” project • Self-reliance of women • Korea Breast Cancer Foundation (Pink Academy, etc.) 	<ul style="list-style-type: none"> • Beautiful sharing • Beautiful Saturday • Small change donation • Matching gift • 3,000+ employees contributing 10+ vol unteer hours • Donations 	<ul style="list-style-type: none"> • Mise-en-Scene short film festival • Sulwha cultural exhibition • O’Sulloc tea culture protector • 10+ innisfree campaigns including Eco-handkerchief and Play Green • 8+ Etude campaigns including Princess Fantasy • Jangwon’s sustainable water management

Opportunity: the Connective Tissue

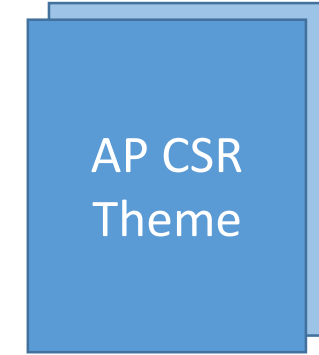
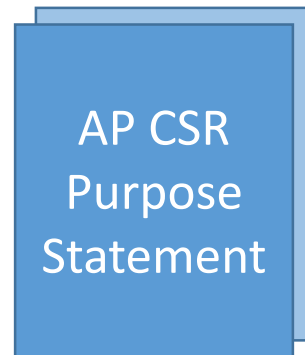
Asian Beauty Creator



Make up your life	Pink Ribbon Campaign	Heemang Store: 회당가게	GREENCYCLE
Restoring women's confidence	Cancer survivor emotional support	Micro-lending	Re-purposing
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Key Elements of CSR Connective Tissue



Your manifesto describes – in an understandable and compelling way – the core foundation that leads to your company’s higher purpose. The manifesto ties the corporate brand to purpose and making the world a better place.

This purpose statement is not a theme but rather a clear concise definition of the societal and/or environmental goal. For example, Unilever’s purpose statement is “make sustainable living commonplace.”

With a clearly defined manifesto and purpose statement, the next element of the CSR platform is a high-level theme that can be incorporated in all communications ...the purpose and manifesto expressed in a way that resonates and engages all audiences.

AMOREPACIFIC Manifesto

At AMOREPACIFIC, we believe women have the innate ability and the passion to create better lives for themselves, their families, their communities and the world. When women can thrive and tap their natural inclination to care for others, we all benefit. At AMOREPACIFIC, our purpose is to **improve women's lives for a better world.**

What is our vision of a better world?

A world where each woman can live her best life as she desires and can contribute to a better world.

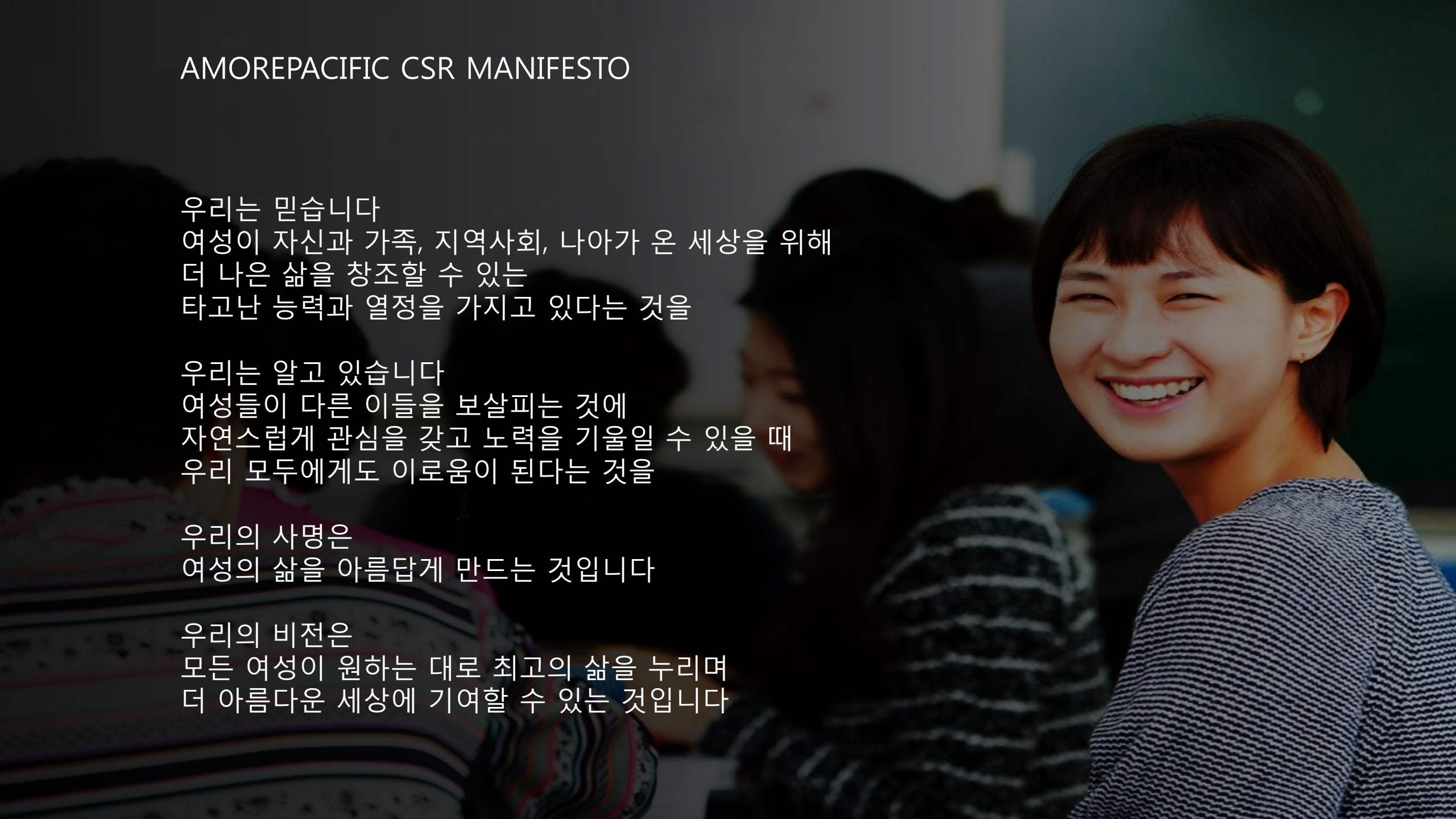
AMOREPACIFIC CSR MANIFESTO

우리는 믿습니다
여성이 자신과 가족, 지역사회, 나아가 온 세상을 위해
더 나은 삶을 창조할 수 있는
타고난 능력과 열정을 가지고 있다는 것을

우리는 알고 있습니다
여성들이 다른 이들을 보살피는 것에
자연스럽게 관심을 갖고 노력을 기울일 수 있을 때
우리 모두에게도 이로움이 된다는 것을

우리의 사명은
여성의 삶을 아름답게 만드는 것입니다

우리의 비전은
모든 여성이 원하는 대로 최고의 삶을 누리며
더 아름다운 세상에 기여할 수 있는 것입니다



AMOREPACIFIC Purpose Statement

AMOREPACIFIC PURPOSE STATEMENT: *Beautify women's lives*

We believe this statement has value for AMOREPACIFIC for several reasons:

- 1. Focus on women:** This is who you serve. The focus on women makes sense for your business and also makes sense in terms of the impact you want to have on the world. When women's lives are improved, all lives are improved, the world is a better place.
- 2. A clear measurable goal:** Improve women's lives. This is pragmatic and clear, a focused social mission. You can demonstrate progress toward this goal in terms of your products and your social initiatives. It establishes guideposts and a measurable focus for CSR.
- 3. An aspirational vision:** A better world. The vision that drives your purpose. Everything AMOREPACIFIC does helps to create a better world - from healthier, high quality products to your CSR programs.

High-level CSR Theme/Tagline/Slogan

HIGH-LEVEL CSR THEME/TAGLINE/SLOGAN:
A More Beautiful World

The Connective Tissue and Messaging Hierarchy

Asian Beauty Creator

Manifesto

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What is our vision of a better world?

A world where each woman can live her best life as she desires and can contribute to a beautiful world.

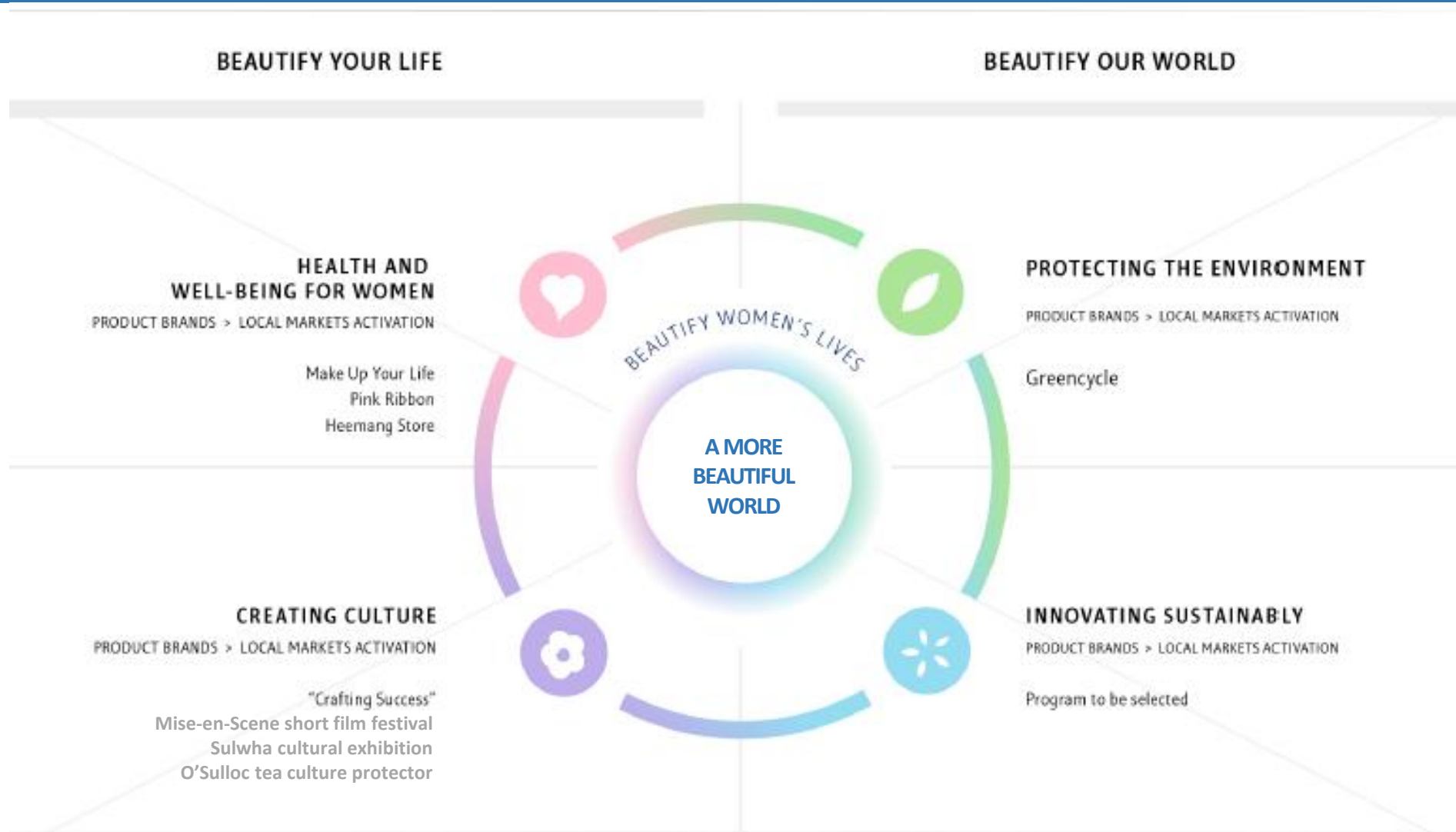
PURPOSE STATEMENT:
Beautify women's lives

HIGH-LEVEL CSR THEME/TAGLINE/SLOGAN:
A More Beautiful World



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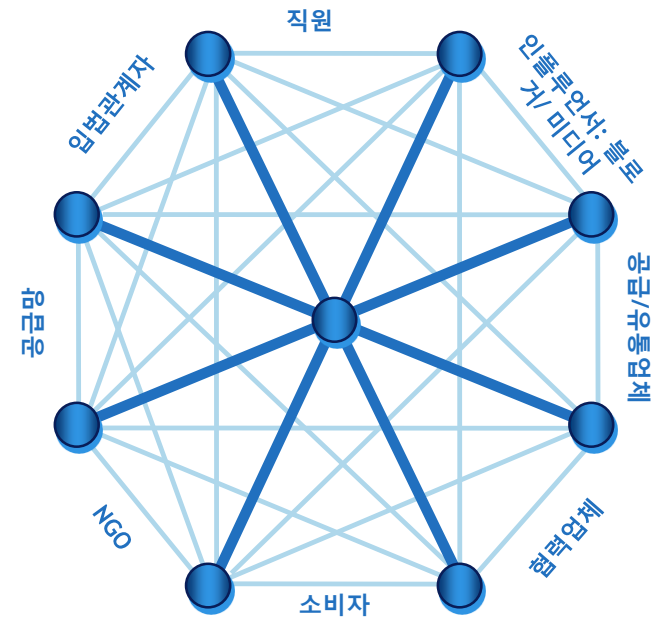
AMOREPACIFIC Purpose Statement and Global Theme



Brodeur created a more effective CSR messaging foundation and structure for AMOREPACIFIC to organize all programs under a consistent vision for today and tomorrow

Closing: 커뮤니케이션 관점에서 본, 기업평판제고를 위한 전략적 CSR프로그램?

1. 커뮤니케이션 목표를 설정하는 것이 중요하다.
2. 기업의 브랜드 정체성과
나아가고자 하는 방향과 일치해야 한다.
3. 이해관계자들이 자발적으로 참여할 수 있는
플랫폼/프로그램을 만드는 것이 필요하다.
4. 내부 임직원들의 자사 CSR 철학의
내재화와 공감, 참여가 무엇보다도 중요하다.
5. CSR 활동의 홍보가 커뮤니케이션의 목표가
되어서는 안 된다.



CSR 이해관계자들의 참여

Closing: 커뮤니케이션 관점에서 본, 기업평판제고를 위한 전략적 CSR프로그램?

- 진정성
- 연관성
- 연속성



Thank You!