CLA APPLIED TO SAMSUNG BRIBERY

Seong Won Park <seongwon@hawaii.edu>

Applying CLA to a case study helps us understand exactly what CLA is. One hot issue currently simmering in Korea is that Samsung, one of the largest electronic companies in the world, is suffering from its own "deepthroat", a former attorney of the company who voluntarily disclosed a few of Samsung's unscrupulous activities to the public. According to the news, Samsung has illegally given bribes to various officials such as prosecutors, lawyers, bureaucrats, politicians and even to NGOs. Let me problematize having received bribes illegally and figure out how to destroy bribery in Korean culture generally.

Litany: secret funds

The first and most shallow level of Causal Layered Analysis is the litany of sound bites and exposés usually presented by the news media. In Korea, bribery is called "the price of rice cakes," which implies "good-will money." According to the Korean news media, other euphemisms for bribery include "secret fund" and "lobbying money."

Systemic: embedded traditions

The second level down in Causal Layered Analysis is concerned with systemic causes, including social, technological, economic, environmental, political, and historical factors. (Inayatullah, 2004) Information concerning this level can be found in newspaper editorials or reports made by think-tanks who engage in public policy analysis. The main issue at this level of analysis is that bribery is a deeply embedded tradition between Korean business interests and government officers, so much so that they consider it just "the price of rice cakes." Though looked upon indulgently by those who participate in the tradition, an open reputation for engaging in bribery nevertheless causes a company to loose credibility in the eyes of its potential customers, thereby undermining the sustainability of their business. On the larger scale, if Korean society looks suspicious to the rest of the world because of an endemic bribery problem, no one will want to have an economic relationship with Korea. Considering the increasingly global nature of the market, if not resolved, the bribery culture in Korea could cause its economy to collapse.

Worldview: linguistic issues

What about the third level of Causal Layered Analysis? Inayatullah argues that "The task is to find deeper social, linguistic, and cultural structures that are actor-invariant." I focus only the linguistic in this case. This type of analysis, so subtle in nature, is nicely summarized by the famous philosopher, Friedrich Nietzsche, who began his career as a prodigy professor in the field of philology, the study of the evolution of languages in classical literatures.

Nietzsche mentions that "Where there is affinity of languages, it cannot fail that everything is prepared at the outset for a similar development and sequence of philosophical systems; just as the way seems barred against certain other possibilities of world-interpretation." (*Beyond Good and Evil 20*, Basic Writings of Nietzsche, trans., ed., Walter Kaufmann, Modern Library, New York, 1968)

Applying the third level of Causal Layered Analysis to the Samsung issue, a political futures analyst would examine what thought patterns and philosophical predispositions determined by the Korean language contribute to the pervasiveness of the bribery culture in Korea. At this level it becomes evident that a successful application of CLA will require the cooperation of experts in fields such as philology, philosophy, and psychology, which brings us to the deepest level of all.

Myth: what is good for you is good for me

The fourth level of CLA is at the level of metaphor and myth; the collective archetypes, the unconscious dimensions of the problem. According to depth psychologist Carl Jung, the collective patterns of cognition, understood as archetypal images which appear to us in dreams, trigger collective patterns of instinctual reaction. Jung worked with quantum physicists such as the Nobel Prizing winning Wolfgang Pauli to theorize that these archetypes go even deeper than the mind of humanity, resting ultimately at a level from which matter and mind emerge. Pauli argues that "the ordering and regulating factors must be placed beyond the distinction of *physical* and *psychic*… Each law of nature should then have an inner correspondence and vice versa, even though this is not always directly visible today."[1]

The deeper we go in Causal Layered Analysis, the more expertise is required, so that a futures analyst's job would seem to be to coordinate and facilitate the analysis of various specialists, including those individuals who actively spend their lives worshipping the archetypal images through the lenses of the particular society being studies. The goal of a political futures analyst is to detect which archetypes trigger which patterns of behavior in a given situation or society.

In regards to the Samsung case, for example, the goal would be to determine which archetypes are most predominant in Korean society, and how do they influence the prevalence of the bribery culture there? For example, in a Korean saying, "what is good for you is good for me." This implies a lukewarm or indecisive attitude. When an A gets bribe from B, A take it for granted that B is willing to give bribe to A, so A does not feel any guilty.

CLA: a useful tool

After roughly applying CLA to the Samsung case, it becomes clear that CLA is a very useful tool to figure out what the *real* problems are behind the corporate curtain. CLA dissects a problem in minute detail. Furthermore CLA encourages analysts to move up and

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[1] *Journal of Consciousness Studies*, 2006: "Pauli's ideas on mind and matter in the context of contemporary science", by Harald Atmanspacher and Hans Primas, p.19.

down the multilayered causes of the problem. Myth level analysis is not the end; it is interconnected with the litany level so that an analyst can do a quantum jump from what he or she knew to what he or she does not know. Through these analyses, alternative solutions come up to an analyst.