
From philanthropic to creating shared values: Suggestions for 'Beauty for A Better Life,' by L'Oréal Indonesia

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ABSTRACT: This study investigates the "Beauty for A Better Life" (BFBL) program executed by L'Oréal Indonesia, which is an educational project designed to empower underprivileged women by providing them with technical skills in the beauty industry. Although BFBL has made significant contributions to the economic empowerment of women, it remains disconnected from L'Oréal's fundamental business operations, thus affecting its long-term sustainability. This research employs a qualitative case study methodology to investigate the potential transition of BFBL from a Corporate Social Responsibility (CSR) strategy to a Creating Shared Value (CSV) concept. The objective is to secure long-term financial sustainability, establish structured career pathways, and ensure alignment with L'Oréal's fundamental business principles. This study uses qualitative research methodologies, including NVivo-based thematic analysis of interviews conducted with the Head of Sustainability at L'Oréal Indonesia, beneficiary of the BFBL program, and representatives from non-governmental organizations. The research aims to identify essential strategies for the integration of BFBL within L'Oréal's talent pipeline.

The findings imply that beneficiaries of the BFBL program encounter difficulties in gaining formal employment in beauty-related industries within six months of their completion of the program, which demonstrates deficiencies in job placement and workforce alignment. Moreover, BFBL's dependence on philanthropic funding puts it vulnerable to budgetary reductions, therefore weakening its long-term effectiveness. The research shows that L'Oréal Indonesia has the potential to further improve the effectiveness of the program by integrating Creating Shared Value (CSV) principles. This could be achieved by establishing connections between graduates and L'Oréal's distributor networks, developing structured career trajectories, and incorporating the Beauty for Better Life (BFBL) initiative into L'Oréal's recruitment strategy. These strategic enhancements will bolster L'Oréal's business sustainability while promoting long-term socio-economic development.

KEYWORDS: Corporate Social Responsibility (CSR), Creating Shared Value (CSV), Vocational Training, Women's Empowerment, Sustainable Business Strategy

INTRODUCTION

The purpose of Corporate Social Responsibility (CSR) has transitioned from charitable initiatives to a strategic framework that integrates social impact with business goals. Traditional CSR initiatives prioritize community development and ethical responsibility; however, they frequently exhibit problems in long-term sustainability and integration with business practices (Carroll, 1991). Industries are under growing pressure to generate measurable social impact, leading to the emergence of Creating Shared Value (CSV) as a sustainable model. This approach integrates social initiatives into core business operations, ensuring mutual benefits for companies and communities (Porter & Kramer, 2011). The beauty industry, characterized by its emphasis on ethical practices and gender empowerment, can benefit from a shift from CSR to CSV, thereby improving social impact and fostering corporate growth (Lyon & Montgomery, 2015).

COMPANY CONTEXT AND ISSUES

L'Oréal Indonesia, a subsidiary of the global beauty leader L'Oréal, has positioned itself as an important player in the Indonesian market through the use of an established brand portfolio and a commitment to sustainability, illustrated by initiatives such as Beauty for A Better Life (BFBL). BFBL aims to empower underprivileged women through vocational training in beauty skills, aligning with Sustainable Development Goal 5 (SDG 5) regarding gender equality (United Nations, 2015). Despite its social impact, the program experiences structural challenges that result from its traditional CSR model, which limits workforce integration, supply chain access, mentorship support, and financial sustainability (Carroll, 1991; Porter & Kramer, 2011). Many BFBL graduates face

From Philanthropic to Creating Shared Values: Suggestions for 'Beauty for a Better Life, by L'oréal Indonesia

challenges in securing stable employment or starting their own businesses, mainly due to inadequate direct hiring pathways, limited access to affordable products, and a lack of long-term career mentorship (L'Oréal Indonesia, 2021). The program's financial dependence on corporate budgets makes it vulnerable to funding reductions and fluctuations in growth (Smith, 2003). Transitioning BFBL to a Creating Shared Value (CSV) model would enable L'Oréal to incorporate the initiative into its hiring strategy, product distribution network, and mentorship ecosystem, thereby ensuring sustained impact for both the company and the communities it serves (Porter & Kramer, 2011).

CORPORATE SOCIAL RESPONSIBILITY (CSR) IN THE BEAUTY INDUSTRY

The beauty industry has adopted Corporate Social Responsibility (CSR) as a strategic method for addressing ethical sourcing, sustainability, and gender empowerment, in accordance with rising consumer demands for socially responsible brands (Kapferer & Michaut-Denizeau, 2014). At first, corporate social responsibility (CSR) in the beauty sector emphasized philanthropy and charitable contributions; however, it has since evolved into comprehensive initiatives that incorporate environmental sustainability, community engagement, and diversity-focused programs (Deloitte, 2021). Several popular beauty corporations, such as L'Oréal, Unilever, and Estée Lauder, have established CSR initiatives that promote female entrepreneurship, vocational training, and ethical sourcing of ingredients to align with global sustainability objectives (Lyon & Montgomery, 2015). These initiatives enhance brand perception and consumer loyalty; however, they frequently operate independently from core business functions, which restricts their financial sustainability and long-term effectiveness (Porter & Kramer, 2011).

TRANSITIONING FROM CORPORATE SOCIAL RESPONSIBILITY (CSR) TO CREATING SHARED VALUES (CSV)

The transition from Corporate Social Responsibility (CSR) to Creating Shared Value (CSV) represents a major shift in corporate strategies with regard to social impact and business sustainability. CSR has historically emphasized philanthropic efforts, compliance, and reputation management, frequently functioning independently from a company's core business strategy. This separation causes it prone to budget reductions and restricts its scalability (Carroll, 1991). On the other hand, CSV incorporates social initiatives into business operations, guaranteeing that companies produce both economic value and measurable social impact (Porter & Kramer, 2011). This transition is significant in sectors such as beauty and personal care, where firms can progress from charitable training initiatives to established employment pathways, supply chain integration, and sustainable community collaborations (Crane et al., 2014). As an example, rather than merely providing skills training for disadvantaged individuals, a CSV-driven model would integrate these initiatives with workforce requirements, product development, and business growth, which would create a mutually advantageous ecosystem (Lyon & Montgomery, 2015). The transition requires a reconsideration of success metrics by companies, shifting from indicators of corporate goodwill to performance metrics aligned with business objectives, including job placements, brand loyalty, and market penetration (Pfitzer, Bockstette, & Stamp, 2013). Embedding social impact within profit-generating activities enables companies to achieve long-term sustainability, financial independence, and enhanced community engagement, positioning CSV as a more strategic and scalable alternative to traditional CSR.

LITERATURE REVIEW

Corporate Social Responsibility (CSR) has transitioned from mere philanthropic efforts to a strategic business framework, indicating increasing expectations for corporations to engage in social and economic development (Carroll, 1991). In the beauty industry, corporate social responsibility initiatives frequently emphasize women's empowerment, ethical sourcing, and sustainability; however, numerous programs are disconnected from business operations, which restricts their long-term effectiveness (Kapferer & Michaut-Denizeau, 2014). The emergence of Creating Shared Value (CSV), introduced by Porter and Kramer (2011), emphasizes the integration of social impact into corporate strategy to yield both economic and societal benefits. In contrary to CSR, which tends to be motivated by costs and external factors, CSV integrates social initiatives with business goals, thereby promoting sustainability and scalability (Pfitzer, Bockstette, & Stamp, 2013). Nestlé's rural development and nutrition programs illustrate CSV implementation, as the company invests in small-scale farmers and local supply chains, enhancing community well-being and business sustainability (Porter & Kramer, 2011). This model illustrates how companies may go beyond philanthropy to establish long-term shared value by integrating social initiatives into fundamental business operations.

Despite the increasing amount of research on CSR and CSV, a notable gap persists in comprehending the transition of vocational training programs from CSR to CSV, especially within the beauty and personal care sectors. Several CSR-oriented skills development initiatives emphasize short-term training yet lack structured employment pathways, supply chain integration, and mechanisms for financial sustainability (Crane et al., 2014). This study analyzes the potential restructuring of L'Oréal Indonesia's Beauty for A Better Life (BFBL) program through the application of Creating Shared Value (CSV) principles, with the aim of providing graduates with training, formal employment access, entrepreneurship opportunities, and long-term career development

From Philanthropic to Creating Shared Values: Suggestions for 'Beauty for a Better Life, by L'oréal Indonesia

(L'Oréal Indonesia, 2021). BFBL can adopt a strategy similar to Nestlé's, in which partnerships with small farmers enhance economic empowerment and business expansion. This can be achieved by integrating vocational training aligned with L'Oréal's workforce requirements and distribution systems (Porter & Kramer, 2011).

METHOD

This research uses a qualitative approach to study the transition of L'Oréal Indonesia's Beauty for A Better Life (BFBL) program from Corporate Social Responsibility (CSR) to Creating Shared Value (CSV). Due to the preliminary scope of the research, qualitative methods were selected to obtain comprehensive insights from key stakeholders, such as program beneficiary, L'oréal Indonesia sustainability officer, and NGO representative. This study employs two main methodologies which are thematic analysis of interview transcripts using NVivo, and case study analysis of companies that have effectively transitioned from CSR to CSV through documents analysis. These methods promote a thorough analysis of the challenges and opportunities present in BFBL's existing framework and guide strategic recommendations for its development into a sustainable, business-integrated initiative.

The initial approach, NVivo-based thematic analysis, included BFBL alumni, representatives from L'Oréal Indonesia, and NGO partners to investigate key problems including workforce integration, supply chain access, and training sustainability. Discussions were recorded and transcribed manually before they were analyzed with NVivo software, allowing systematic coding, pattern recognition, and comparative analysis among stakeholder groups. Those interviews were also conducted in order to gain insights about the feasibility and strategic implementation of CSV. The interviews examined themes including corporate funding challenges, potential hiring pipelines, and effective practices for integrating social initiatives with business operations.

The study includes case studies of companies that already implemented CSV, including Nestlé which have effectively integrated vocational training, ethical sourcing, and employment pathways into their business models. This case study offers benchmarking insights on how L'Oréal can redesign BFBL to improve financial sustainability and business alignment. The data collected went through analysis by a thematic framework, resulting in a classification of findings into four primary areas which are: challenges within the existing CSR model; opportunities for business integration driven by CSV; strategies for aligning workforce and supply chain; and financial sustainability of BFBL within a CSV framework. This research integrates NVivo analytics, expert insights, and case study analyses to propose a strategic framework for L'Oréal Indonesia aimed at transforming BFBL into a self-sustaining, impact-oriented initiative that harmonizes social value with business expansion.

INTERVIEW CONSTRUCT & KEY FINDINGS

This research utilizes a qualitative questionnaire through semi-structured expert interviews to look into the development of Beauty for A Better Life (BFBL) from a Corporate Social Responsibility (CSR) framework to a Creating Shared Value (CSV) model. The questionnaire aims to collect comprehensive, open-ended responses from three primary stakeholder groups: BFBL beneficiary, L'Oréal Indonesia sustainability officer, and NGO representative. The emphasis is on workforce integration, training efficacy, mentorship opportunities, and financial sustainability, consistent with the NVivo-based thematic analysis employed in the study.

The questions for BFBL alumni investigate their career pathways upon graduating from the program, the difficulties encountered in obtaining employment, and the obstacles faced in launching a beauty-related enterprise. Examples of questions are as follows: ●

How has the BFBL program influenced your career or business prospects?

- What challenges have you faced in finding employment or opening a beauty business?
- What additional support or training would have helped you enter the workforce?

The questions directed at L'Oréal Indonesia sustainability officer center on the company's viewpoint regarding BFBL's impact, the difficulties encountered in integrating graduates into the workforce, and the feasibility of transforming the program into a CSV model. Examples of questions are as follows:

- What are the biggest challenges in integrating BFBL graduates into L'Oréal's workforce or partner networks?
- How can L'oréal align BFBL with its business operations while maintaining its social impact?
- What are the key financial or operational limitations in scaling BFBL under a CSV model?

The questions for NGO representatives focus on effective strategies for sustaining vocational training, the implementation of CSV in corporate environments, and suggestions for enhancing the structure of BFBL. Examples of questions are as follows:

- What are the critical success factors in transitioning a CSR initiative into a CSV program?
- How can companies like L'oréal create shared value while maintaining financial sustainability?
- What strategies have been effective in ensuring long-term career development for vocational training graduates?

From Philanthropic to Creating Shared Values: Suggestions for 'Beauty for a Better Life, by L'oréal Indonesia

Table 1. Key Findings Found in the Interview with L'oréal Indonesia's Head of Sustainability

Section	Key Finding
Understanding the Current CSR Approach	The Beauty for a Better Life (BFBL) program aims to empower underprivileged women by providing professional training in the beauty sector, in alignment with Sustainable Development Goal #5. The program offers knowledge of finance and entrepreneurial training to facilitate women's economic independence.
Exploring the Potential for Talent Integration	The integration of the BFBL program into L'Oréal's talent pipeline encounters difficulties because its emphasis on foundational skills may not correspond with the specialized roles within the company. Recruitment processes and HR policies require modifications to enhance the integration of BFBL graduates.
Stakeholder Collaboration and Business Value	Collaboration among stakeholders improves training and supports the integration of BFBL graduates into L'Oréal's workforce. Collaborations with educational institutions and NGOs are essential for customizing curriculum and offering career assistance. The collaborations facilitate the alignment of the BFBL program with L'Oréal's CSR objectives.

Table 2. Key Findings Found in the Interview with Beauty for a Better Life (BFBL) Beneficiary

Section	Key Finding
Challenges in Employment	Upon completing the program, the beneficiary came across difficulties in securing employment, primarily attributed to insufficient work experience and intense competition within the beauty industry. The necessity for increased practical experience to enhance employability was stressed.
Perceptions on L'Oréal as a Potential Employer	The beneficiary showed an immense interest in employment with L'Oréal, highlighting the company's dedication to talent development and sustainability initiatives. L'Oréal's initiatives to foster a supportive environment for professional development were acknowledged positively.
Recommendations for Improvement	Improvements to the BFBL program should involve the provision of experienced mentors, the development of confidence through workshops, the expansion of career preparation services, the facilitation of networking events, and the integration of practical experiences such as internships.

Table 3. Key Findings Found in the Interview with NGO Representatives

Section	Key Finding
Collaboration and Program Impact	NGO Spektra collaborates with L'Oréal to co-develop a specialized beauty makeup training curriculum, facilitate logistical arrangements, and supply tools and materials. The program enhances participants' confidence and expands job opportunities, which boosts their social and economic status.

From Philanthropic to Creating Shared Values: Suggestions for 'Beauty for a Better Life, by L'oréal Indonesia

Stakeholder Expectations and Potential for Integration

The representative noted insufficient networking opportunities and a lack of specific recruitment information from L'Oréal as obstacles to the integration of BFBL graduates into the company's workforce. Proposed enhancements involve the establishment of clearer communication channels, the creation of structured networking opportunities, and the alignment of training with job market requirements.

Recommendations for Program Improvement

Enhancements to the program may involve increasing direct work experience opportunities, providing mentorship from industry professionals, and expanding collaboration with external entities to better equip graduates for employment at L'Oréal and within the broader beauty industry.

FINDINGS AND DISCUSSIONS

This study's findings are based on semi-structured interviews with BFBL beneficiary, representatives from L'Oréal Indonesia, and related NGO, alongside document analysis of BFBL-related reports, company publications, and industry guidelines. Through NVivo-based thematic analysis, three primary challenges were identified in the transition of Beauty for A Better Life (BFBL) from a CSR initiative to a Creating Shared Value (CSV) model: (1) barriers to workforce integration, (2) training effectiveness and skill gaps, and (3) insufficient sustainable funding and long-term mentorship support. Data from interviews and documents were systematically coded into key themes, with their frequency across various stakeholder groups visualized using NVivo Matrix Query and Treemap Analysis.

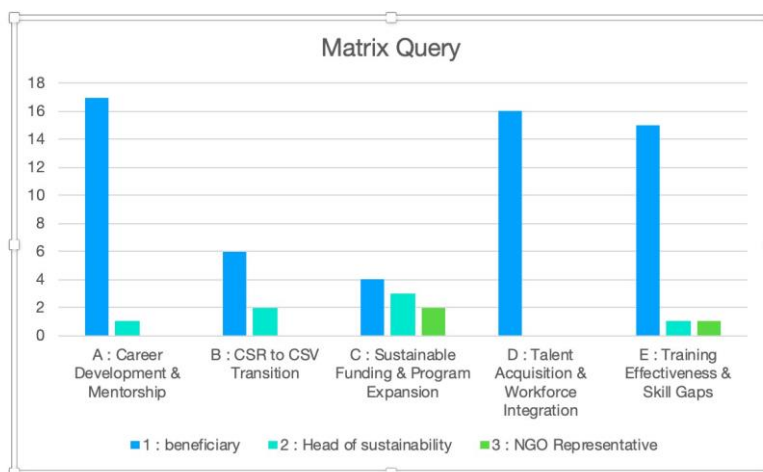
BFBL graduates expressed significant concern regarding the challenges associated with obtaining stable employment following program completion. Participants noted that although the program offered technical skills training, they faced challenges in securing employment within the beauty industry. Multiple respondents indicated that salons and beauty retailers favored candidates with prior work experience, which prevented newly trained BFBL graduates from entering the workforce. The interviewee noted that, "Even after completing the training, many employers require experience, which we do not possess."

L'Oréal Indonesia sustainability officer recognized this gap, pointing out that BFBL is not presently incorporated into L'Oréal's formal recruitment process. The company's hiring policies prioritize retail and corporate positions over vocational employment, which complicates the direct placement of BFBL graduates in available jobs. NGO Spektra proposed that L'Oréal might create direct employment pathways via partner salons and retailers, thus giving BFBL alumni with organized job placement opportunities upon graduation.

The NVivo Matrix Query (Figure 1) demonstrates that Talent Acquisition & Workforce Integration emerged as one of the most frequently discussed themes, especially among BFBL graduates. The findings reveal that Talent Acquisition and Workforce Integration, along with Career Development and Mentorship, were the most commonly cited concerns, especially among BFBL graduates. This indicates that employment challenges and insufficient long-term career support are the main issues faced by program participants.

The Matrix Query reveals varying perspectives among stakeholder groups. BFBL graduates, indicated in blue, expressed greater concerns regarding career development, mentorship, and job opportunities. In contrast, L'Oréal sustainability officers, marked in cyan, along with NGO representatives, highlighted the importance of sustainable funding and the challenges associated with transitioning BFBL from CSR to CSV. This disparity indicates that L'Oréal prioritizes funding and scalability, whereas beneficiaries emphasize immediate employment and career advancement.

Figure 1. NVIVO Matrix Query of Frequently Discussed Themes Across Interviewees



A significant theme emerging from the interviews and document analysis was the disparity between BFBL’s training curriculum and the actual skill requirements of the beauty industry. Although BFBL successfully imparts technical beauty skills, interviewees indicated that essential soft skills, digital marketing, and business management were not included in the training program. A graduate remarked, “We acquired skills in hairstyling and makeup, yet lacked instruction on client attraction and salon management.”

The analysis of BFBL’s curriculum indicates that it focuses primarily on technical skills, with minimal attention given to entrepreneurial training, customer engagement, or financial literacy. L’Oréal Indonesia representatives confirmed that although BFBL’s curriculum effectively teaches beauty techniques, it lacks the business acumen required for graduates to ensure career sustainability. Experts in the field emphasized the necessity of digital skills training, especially in social media marketing, as it is crucial for beauty professionals to effectively promote their work and attract clients. NGO representatives indicated that numerous beauty professionals currently depend on Instagram and TikTok for client engagement. BFBL should integrate online advertising into its curriculum to enhance the competitiveness of its graduates.

The NVivo Treemap Analysis offers a hierarchical representation of the primary themes and sub-themes derived from semi-structured interviews and document analysis. This analytical tool demonstrates the relative frequency and importance of each topic, with larger blocks indicating more frequently discussed issues among stakeholder groups. The treemap delineates the primary challenges associated with transitioning Beauty for A Better Life (BFBL) from a CSR initiative to a Creating Shared Value (CSV) model, emphasizing workforce integration, training effectiveness and skill gaps, and sustainable funding and program expansion.

The main topic in the treemap is Talent Acquisition and Workforce Integration, indicating that employment challenges represent the most significant issue encountered by BFBL graduates. The sub-themes "Hiring Challenges" and "Lack of Job Placement" emerged most prominently within this theme, suggesting that graduates encounter difficulties in obtaining stable employment following program completion. Numerous interviewees indicated that salons and beauty retailers favor experienced employees, thereby complicating the employment transition for newly trained graduates. L’Oréal Indonesia representatives noted that BFBL has not been integrated into L’Oréal’s formal recruitment or retail networks, which further restricts career opportunities for graduates.

The significance of this theme indicates that L’Oréal should develop a more organized employment pathway for BFBL alumni. Potential solutions involve establishing direct recruitment partnerships with affiliated salons, introducing apprenticeship programs, or implementing a job-matching system to connect training with employment opportunities. In the absence of these interventions, graduates will encounter ongoing employment barriers, which will restrict the long-term efficacy of BFBL as a sustainable workforce development initiative.

The second most significant theme in the treemap is Training Effectiveness and Skill Gaps, suggesting that although BFBL offers technical beauty training, it inadequately prepares graduates with essential soft skills, business management knowledge, and digital marketing expertise necessary for success in the industry. Two primary sub-themes emerged within this theme: "Digital & Soft Skills Gaps" and "Industry Skills Relevance".

BFBL graduates noted that, although they acquired hairstyling and makeup skills, they did not receive training in customer service, financial literacy, and entrepreneurship—essential competencies for sustainable careers. Industry experts emphasize that beauty professionals must possess proficiency in social media marketing, as platforms such as Instagram and TikTok are crucial for client engagement and brand visibility. An expert observed that numerous independent beauty professionals depend on social media for business expansion. BFBL ought to incorporate digital marketing into its curriculum to enhance the competitiveness of its graduates.

From Philanthropic to Creating Shared Values: Suggestions for ‘Beauty for a Better Life, by L’oréal Indonesia

This theme's presence in the treemap highlights the necessity of broadening BFBL’s curriculum beyond technical skills. Incorporating business development, financial literacy, and digital marketing training enables BFBL to better prepare graduates for industry demands and equip them to build sustainable careers as employees and entrepreneurs.

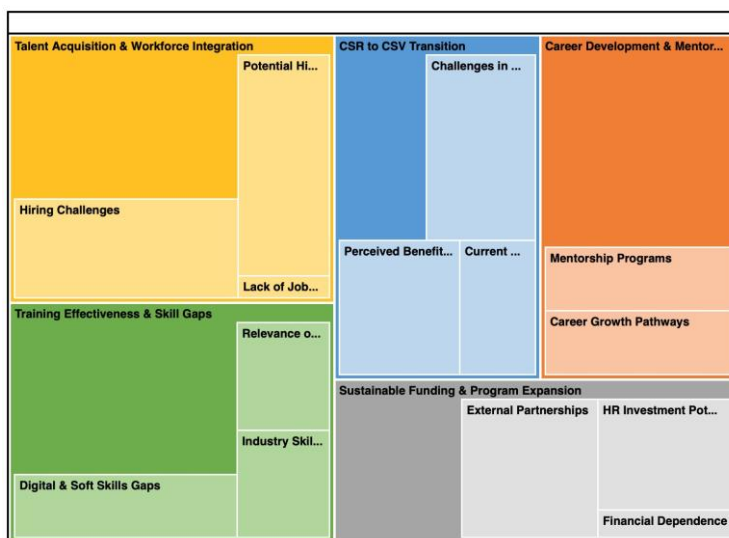
Another significant theme in the treemap is Sustainable Funding & Program Expansion, emphasizing the financial sustainability of BFBL and its capacity to offer long-term career support for graduates. This category encompasses the sub-themes of "External Partnerships," "HR Investment Potential," and "Financial Dependence." L’Oréal sustainability officer raised concerns regarding the program's dependence on corporate CSR funding, which varies each year according to budget priorities. The analysis of the document indicated that BFBL presently lacks external funding sources, rendering it susceptible to budget cuts and constraints on scalability. Expanding BFBL's impact beyond its current scope presents a challenge in the absence of diversified funding streams. The NGO representatives recommended that L’Oréal consider advancing collaborations with NGOs, government entities, and microfinance organizations to obtain supplementary funding and ensure long-term sustainability. Establishing a "BFBL Alumni Network" could offer graduates mentorship, career guidance, and business coaching, therefore guaranteeing ongoing support following the completion of the training program.

A notable yet comparatively smaller theme in the treemap is Career Development & Mentorship, emphasizing the necessity for organized career guidance following the completion of training. Numerous interviewees highlighted that although the BFBL program offers significant training, graduates lack continuous mentorship and career planning support. The sub-themes "Mentorship Programs" and "Career Growth Pathways" demonstrate that graduates need organized assistance to effectively navigate the job market or initiate their own enterprises.

BFBL graduate indicated a need for continued networking opportunities, workshops, and access to industry professionals to facilitate career establishment. A graduate remarked, "The training was excellent; however, upon its conclusion, I experienced a sense of disorientation." I required additional guidance on career development. Experts recommended that BFBL implement an alumni mentoring system, enabling successful program graduates to coach new participants and establish a self-sustaining support network. The final key theme in the treemap is the transition from Corporate Social Responsibility (CSR) to Creating Shared Value (CSV), which illustrates the strategic challenges of integrating Business for the Benefit of the Long-term (BFBL) into L’Oréal’s business model. Industry experts and L’Oréal representatives acknowledged the potential of CSV; however, sub-themes such as "Challenges in Implementation" and "Perceived Benefits" suggest that this transition necessitates meticulous planning and alignment with corporate objectives.

The analysis of the document indicated that L’Oréal perceives BFBL as a CSR initiative, signifying that its funding and structure are distinct from business operations. Experts highlighted that for a successful transition of BFBL into a CSV-driven program, L’Oréal must incorporate it into recruitment pipelines, product training initiatives, and long-term workforce planning. This transition necessitates both financial investment and a commitment from the organization to integrate social impact into corporate strategy.

Figure 2. NVivo Treemap Analysis categorizing key challenges related to workforce integration, training effectiveness, and mentorship.



Workforce integration challenges have emerged as a significant issue, as BFBL graduates face difficulties in securing employment due to the absence of structured hiring pathways and a preference among employers for experienced candidates. L’Oréal Indonesia currently does not incorporate BFBL alumni into its recruitment framework, highlighting the necessity for apprenticeships and direct

From Philanthropic to Creating Shared Values: Suggestions for 'Beauty for a Better Life, by L'Oréal Indonesia

hiring collaborations. Other than that, the effectiveness of training and existing skill gaps were apparent, as BFBL mainly offers technical beauty training while lacking components in business management, digital marketing, and customer engagement, which restricts graduates' capacity to build sustainable careers. Incorporating entrepreneurship and financial literacy into the curriculum would improve career preparedness. Finally, the reliance of BFBL on L'Oréal's CSR budget raises significant concerns regarding sustainable funding and mentorship support, leading to uncertainty about long-term continuity.

CONCLUSION AND RECOMMENDATION

This study discusses the challenges that might appear while transforming Beauty for A Better Life (BFBL) from a CSR initiative to a Creating Shared Value (CSV) model, focusing on critical issues concerning workforce integration, training efficacy, and financial sustainability. BFBL currently operates as a philanthropic CSR initiative, which limits its impact due to limitations caused by corporate funding and a lack of alignment with business objectives. Transitioning to CSV would integrate BFBL into L'Oréal's fundamental operations, thereby ensuring the generation of both social impact and economic value. BFBL graduates face challenges in obtaining employment due to the absence of structured hiring pathways and a preference among employers for experienced candidates. Additionally, the curriculum's deficiencies in business management, digital marketing, and financial literacy training further restrict career opportunities. In order to facilitate a successful transition to CSV, L'Oréal should form direct hiring partnerships, incorporate apprenticeships, and broaden the curriculum to encompass entrepreneurship and career readiness training. Also, establishing external funding partnerships and developing a BFBL Alumni Network would facilitate mentorship, business coaching, and financial assistance, thereby promoting ongoing career development for graduates. Integrating BFBL into its recruitment strategy, professional training programs, and business operations enables L'Oréal to transcend CSR philanthropy and establish a self-sustaining CSV model, thereby generating long-term value for both the company and its beneficiaries.

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