

Creating Shared Value through the Strategic Collaboration between Enterprises and NPOs in Japan

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Abstract

Japanese enterprises cannot afford to turn their backs on social issues due to the frequency of extreme weather events caused by worsening environmental problems, energy shortages and the increase in the elderly population. However, if enterprises regard social issues as a cost from a viewpoint of CSR (Corporate Social Responsibility), the burden will be too great. Under these circumstances, a new business perspective has emerged which is the concept of Creating Shared Value (CSV), proposed by Porter & Kramer (2011). The idea is that enterprises commercialise the needs and tasks of society in order to benefit from them. However, for enterprises to discover social issues while conducting their core business requires time and costs for exploration. Moreover, even if they are able to identify social issues, such businesses are unlikely to be profitable, and most enterprises are therefore reluctant to take on such projects, even though they are aware of the need to do so. On the other hand, considering the increasing number of NPOs with a high affinity to social issues, it would be efficient for enterprises to strategically collaborate with NPOs to carry out CSV activities. Therefore, we focus on cases of successful strategic creation of CSV by enterprises and NPOs, and clarify the significance and effectiveness of their collaboration by analysing their activity processes.

Keywords: Creating Shared Value; CSV; CSR; Non-profit Organization; Collaboration