

From Dormant Assets to Shared Value—Rethinking For-profit Enterprise—Social Enterprise Partnerships in the UK and Japan

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ABSTRACT

In recent years, many companies have sought to address social challenges while simultaneously building competitive advantage. This approach, known as Creating Shared Value (CSV), often finds its most significant expression in collaborations between for-profit enterprises and social enterprises.

This study examines the institutional frameworks that enable such collaboration by comparing the UK Dormant Assets Scheme and Japan's Dormant Accounts Scheme, focusing on their strategic implications.

In the UK, the scheme was launched in 2008. Dormant bank accounts were transferred to the Reclaim Fund Ltd, and surplus funds not required for potential reclaims were allocated to Big Society Capital (BSC). BSC has channelled these resources into a wide range of social enterprises and organisations, supporting over 2,000 initiatives and generating both financial and social returns.

In Japan, a similar scheme was introduced in 2018. Administered by JANPIA, it primarily operates through grants rather than investments. The Japanese model emphasizes community networks, capacity development, and non-financial support, enabling collaboration among local groups, non-profits, and companies.

Both schemes promote CSV by connecting businesses and social enterprises, but their approaches differ, the UK fosters a long-term social investment market, while Japan prioritises community-based collaboration through grants. This comparison highlights how national systems shape cross-sector partnerships and offers insights into strengthening future CSV initiatives.

Keywords: Dormant Assets; Creating Shared Value; For-profit Enterprise; Social Enterprise; Strategic Implications