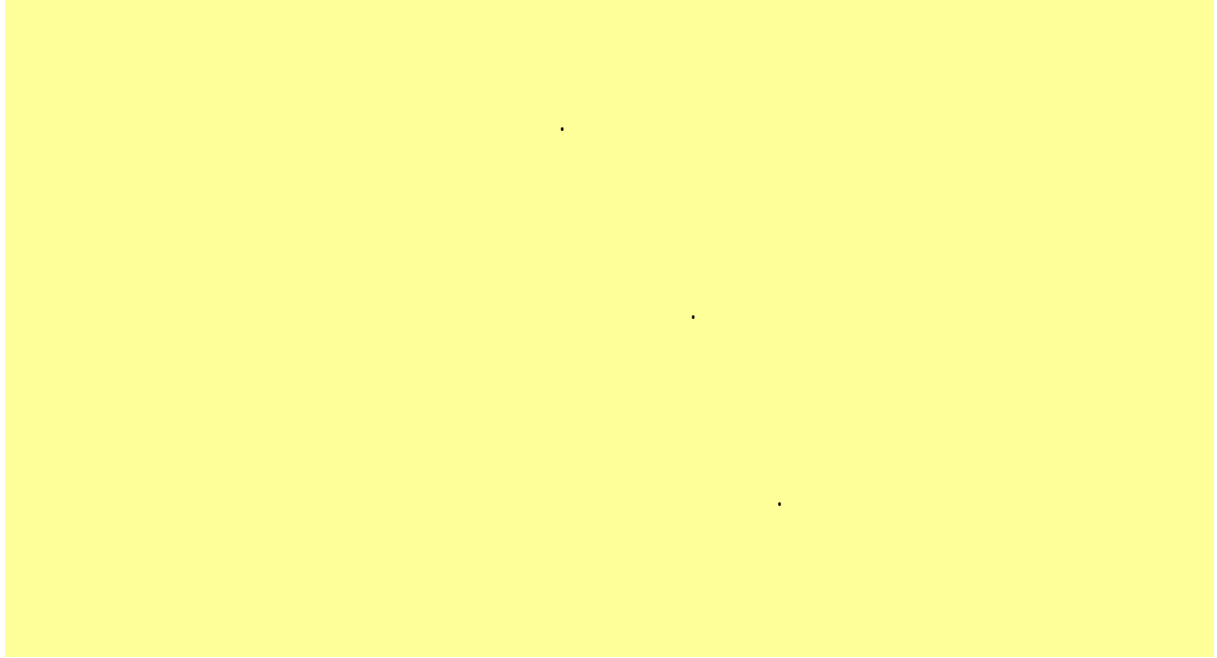


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¹ - social responsibility
² Stakeholder theory

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Shareholder value ¹
Stakeholder value ²
Stakeholder management ³

descriptive¹
instrumental²
normative³

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interest¹
influence²

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Agents ¹
 Beneficiaries ²
 Victims ³
 Claim,concern,issue ⁴

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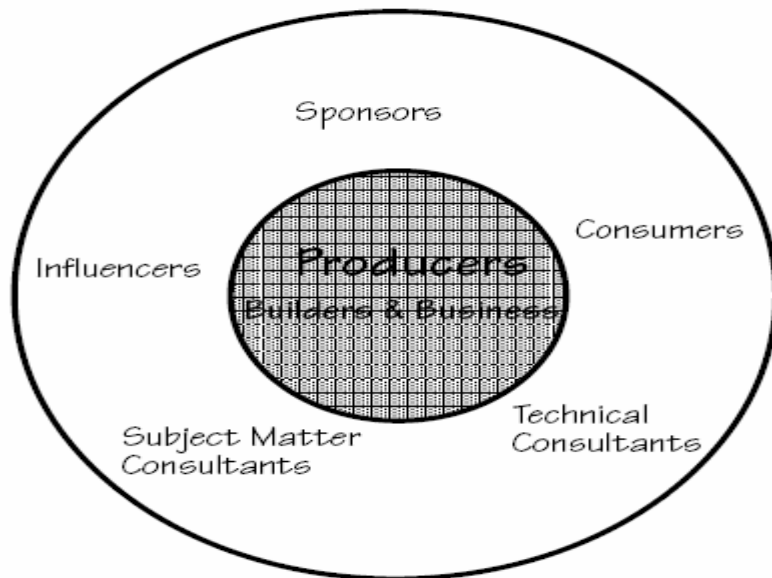
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Type of Stake in Firm Operations	Ownership	Managers Board Stockholders	Other Co.'s owning stock	
	Economic Dependence	JV Partners Creditors IRS	Employees Customers Suppliers Competitors	Competitors Suppliers Customers
	Social	EPA OSHA SEC		Activist groups Government Media
		Regulatory	Economic	Political
Influence on Firm Behavior				

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Stakeholder identification ¹
Inner and outer circles ²
Stakeholder groups ³

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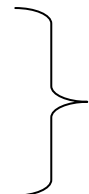
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NGO



Stakeholder	Values, Interests, Expectations
Local Governments	How can access affect citizens? What are the benefits to citizens, communities, and agencies? What are the lessons learned from the project?
Agency Employees	What does access mean for agency processes? Is it more or less work? What systems must be redesigned to take advantage of the new technology?
Citizens	How can access help citizens in their daily lives? Will it save time? What kinds of tasks can it improve? What kind of training is required to use the system?
Partner organizations	Is the model viable for other entities? Is the model generalizable to other entities? How must existing training be modified? What technical specifications are the best? What are the issues of sustainability?
Other communities, cities, and states	Is the model replicable? What are the lessons learned? Is it a viable way to improve community capacity?

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effect¹
power²

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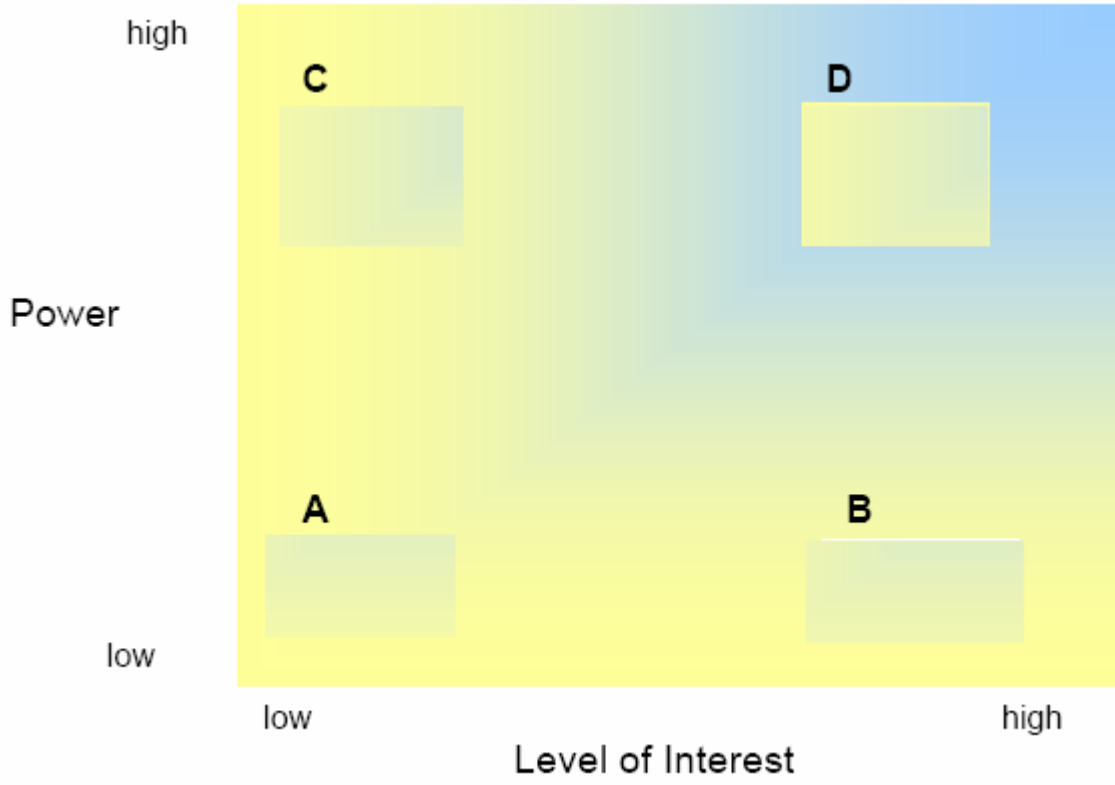
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Internal Stakeholders	External Stakeholders
Status e.g. position in hierarchy, salary level, bonuses	Status e.g. speed of corporate reaction on requests
Resources e.g. budget, number of staff in department – especially in relation to other departments or the total volume of resources	Resource dependence e.g. percentage of equity stakes, credit volume, buying or purchasing volume, mutual organizational linkages → switching costs for the corporation
Representation in powerful organizations / bodies, e.g. membership in important project teams and commissions	Negotiating arrangements e.g. fixed standard prices vs. individual price negotiations
Status symbols e.g. own secretary, company car, position and equipment of office	Status symbols e.g. invitations to business events, direct access to top management

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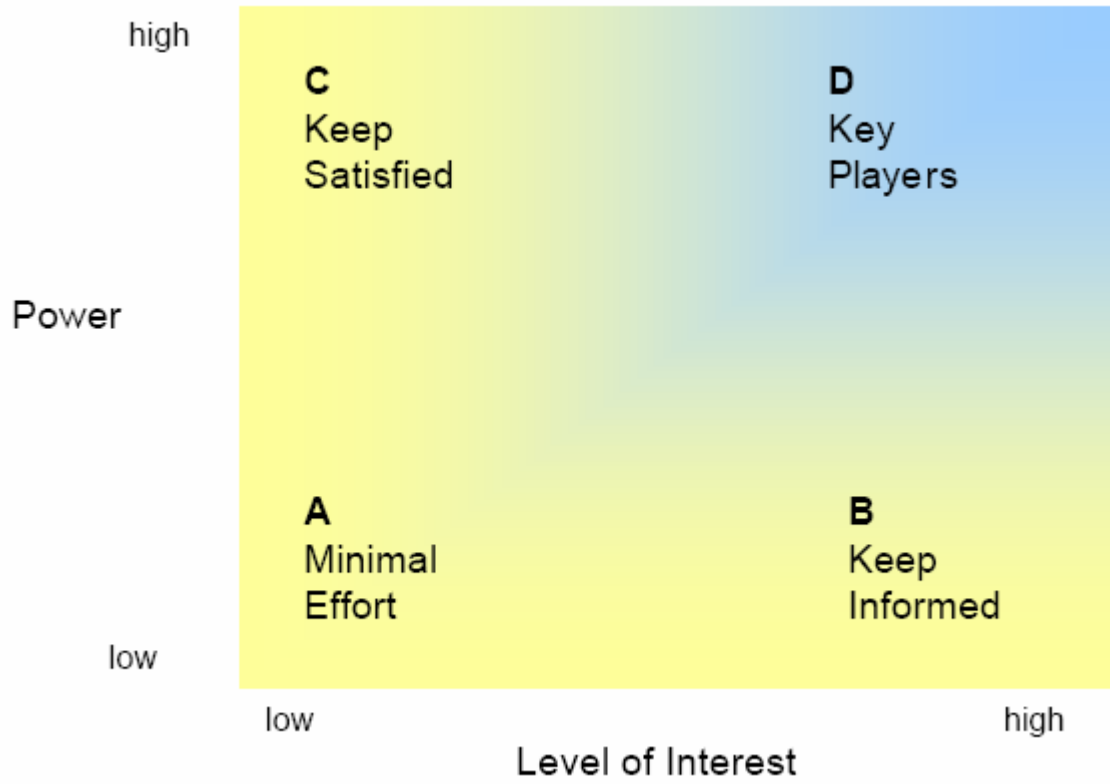
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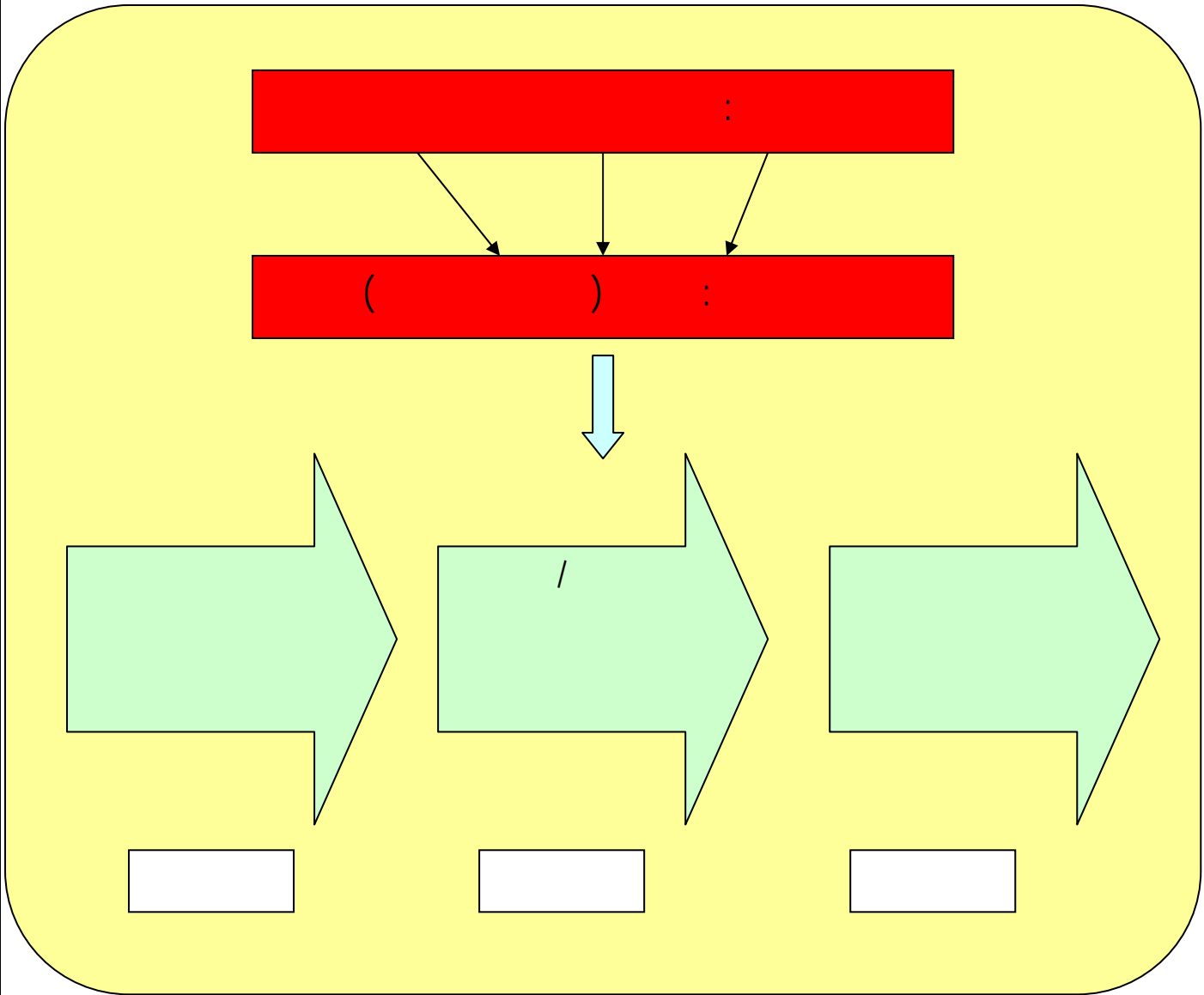
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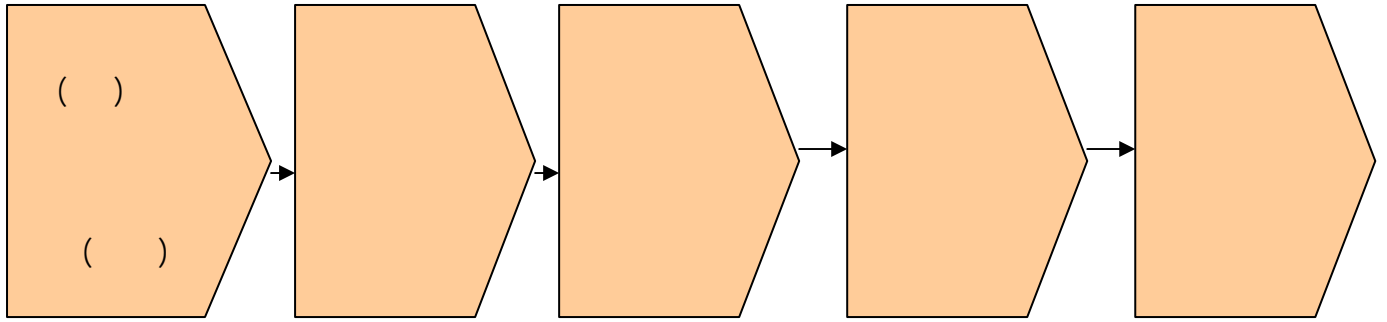
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